



An Implementable
Multi-Municipal
Comprehensive Recreation, Parks and Open Space Plan



Jackson Township | Borough of Zelienople | Borough of Harmony
Butler County, Pennsylvania



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executive summary

to be completed pending
review by Zellenople and
Harmony Boroughs

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part i | introduction

Jackson Township and the Boroughs of Zellenople and Harmony are beginning a new chapter in their cooperation with this implementable Multi-municipal Recreation, Open Space, and Parks Plan. The municipalities are natural partners; their complementary development patterns are linked by transportation infrastructure and crossed by the natural corridor of the Connoquenessing Creek. Historically, the relationship between these municipalities was born of necessity. Jackson Township residents rely on Zellenople and Harmony for their existing park and recreation facilities. Jackson Township, on the other hand, has a comparative wealth of undeveloped natural areas that are used by Borough residents and organizations. Cooperative recreation planning has the potential to multiply benefits to all three municipalities. This plan sets the stage for productive cooperation heading into the future.

Jackson Township is on the cusp of what is likely to be a prolonged period of economic growth and residential development. With major transportation infrastructure crossing through the Township, proximity to the Cranberry Township growth nucleus and historic town center development patterns in Zellenople and Harmony Boroughs, Jackson Township's abundance of land is attracting the attention of developers. The past five years have seen unprecedented growth and it is anticipated that the growth trend will continue well into the future.

Acknowledging the potential for tremendous growth, Jackson Township officials and staff have taken a proactive approach. The Township has aggressively updated many of the planning documents, ordinances and public improvement standards to ready for the continued and sustained growth. With the combined efforts of Zellenople and Harmony, the opportunity for quality recreation is greatly expanded. This recreation plan is a key piece of efforts to guide and prepare the partner municipalities to achieve the best possible outcomes for their existing and future residents and stakeholders.

As the Township's first recreation plan, this plan will chart the course for the development of a recreation infrastructure built to meet the specific demands of this rapidly growing population. In order to ensure that this plan guides the partnered municipalities toward meeting the needs of their residents, a comprehensive public input process, coupled with a detailed study of existing recreational resources, have resulted in action-oriented recommendations targeted to build a new recreation infrastructure within the Township, and sustain and enhance existing recreation in the Boroughs.

Why develop a Recreation Plan?

As new residents arrive in Jackson Township, added demands are placed on existing infrastructure. A community's recreation infrastructure is no different. In Jackson Township, there are currently no municipally owned recreation facilities/amenities available to residents. Historically, this has operated well with the needs of residents being served by recreational facilities with the region, specifically Zellenople's Community Park. However, with an influx of residents moving from outside the area also come new interests. Not surprisingly, recreation is among the top requests that residents are making. As the Officials and Staff continue to hear these requests, and facing a recreation resource deficit, the Township has undertaken this plan in order to build a base for municipal recreation.

It should be noted that like all planning documents, this plan has a lifespan. It is anticipated that the recommendations of this plan will provide a guide for the next ten (10) years. At that time, it will be critical for the partner municipalities to examine this plan for the applicability of the recommendations and explore the need for updating the plan. This will ensure that the recreational needs of the whole community are met in a way that is responsive to the ever changing trends and needs of a growing population.

Additionally, it is important to view this document not as a rigid framework of recommendations, but rather as a guide to assist in the planning of recreational facilities, programs, personnel and maintenance needs. As a guide, this document will best serve the partner municipalities only if it is used as such. Thus, it must be stated that Township and Borough officials and staff must be prepared to accommodate and react to unforeseen changes and opportunities which may arise during the lifespan of this document.

Why develop a recreation plan now?

- Jackson Township does not have a comprehensive recreation plan.
- With growth in the Township, there is a need to plan for and create recreation resources to serve resident needs.
- There is a desire to maximize the potential of local partnerships, develop new partnerships, and support existing recreation in the Boroughs.
- There is a desire to identify new funding opportunities and maximize the potential of the public land dedication/fees-in-lieu program.

What are the goals of this Recreation Plan?

This Implementable Multi-Municipal Comprehensive Parks, Recreation and Open Space Plan was initiated to increase high-quality recreation opportunities in the region to meet the needs of existing residents as well as the rapidly growing population of Jackson Township. The leaders and administration of Jackson Township, Zellenople Borough and Harmony Borough collaborated on this Plan to identify these needs, and then chart a path to meeting them in the most effective and efficient way possible. Thus, the key goals of this plan are:

Goals

- Initiate cooperative efforts between Jackson Township, Zellenople and Harmony Boroughs to efficiently provide the best quality recreation for all residents of the region
- Prepare for the development of Jackson Township's first recreation facilities
- Sustain the quality of existing recreation resources, and plan for increased level of use
- Plan local and regional trail networks
- Preserve open space
- Prepare to fund new recreation infrastructure
- Develop local partnerships to provide robust recreation facilities and programs

Jackson Township, the Borough of Zellenople, and the Borough of Harmony recognize that parks and recreation are an integral part of building a sense of community. Zellenople and Harmony have realized these benefits for many years, and strive to sustain quality recreation for existing and new park users. The Township looks forward to providing excellent recreation facilities and programs to its population. The following statements describe why parks and recreation services are important to developing and sustaining a livable community.

Strengthen Community Image and Sense of Place. Parks, recreation facilities, programs and community events are key factors in strengthening community image and creating a sense of place.

Support Economic Development. Parks, recreation programs, and facilities attract and retain businesses and residents, as well as attract tourists, and increase property values. Parks and recreation provides jobs and generates income for the community and for local businesses.

Strengthen Safety and Security. Park and recreation professionals provide safe environments for recreation, and design facilities, programs and services specifically to reduce criminal activity.

Promote Health and Wellness. Participation at parks and in recreation improves physical, psychological and emotional health.

Foster Human Development. Parks and recreation services foster social, intellectual, learning, physical and emotional development.

Increase Cultural Unity. Parks and recreation increases cultural unity through experiences that promote cultural understanding and celebrate diversity.

Protect Natural and Cultural Resources. By acquiring, protecting and managing valuable resources as open space, such as rivers, streams, greenways, view sheds, forests and other habitat areas, and culturally important assets, these resources are protected and the habitat required for the survival of diverse species is preserved.

Facilitate Community Problem Solving. Park and recreation professionals have skills in facilitation and leadership that can be applied to resolve community problems and issues.

Provide Recreational Experiences. Through programmed and self-facilitated recreation, a variety of benefits to individuals and society are achieved. Recreational experiences are also important as an end in themselves for personal enjoyment.

Source: Barry Weiss's presentation on "Repositioning: Making Parks & Recreation Essential," which was modeled after the VIP Strategic Action Plan developed by the California Park & Recreation Society and the academic work of Texas A&M University Distinguished Professor John L. Crompton.

How this plan is organized

As an implementable and action-oriented Parks and Recreation Plan, this document is organized into three parts, plus additional data and references in the appendix. This plan meets the requirements of compliance with Pennsylvania's Municipal Planning Code (MPC) Section 503, but is organized to aid prioritization and implementation of the primary goals laid out above.

Part I sets the stage for the plan. In addition to the goals and issues that the plan addresses, the following Community Profile and Community Engagement sections provide relevant information on Jackson Township, Zellenople Borough, and Harmony Borough and the recreation needs of their residents.

Part II is made up of four sections. Each provides analysis and recommendations directly addressing one or more of the key goals of this plan. This part addresses planning for new and existing Park Facilities; establishment of a regional Trail Network; Cooperative Efforts and the establishment of a Regional Recreation Board; and Funding parks and recreation, in part via a Public Land Dedication and fee-in-lieu-of ordinance. Each concludes with an excerpt of the Plan Implementation Matrix summarizing actions specific to that key goal.

Part III, the Supporting Analysis and Recommendations section includes analysis of essential park and recreation operations, including (1) Programming, (2) Facility and Equipment Maintenance, (3) Staffing, and (4) Administration, to include public relations and marketing. At the end of Part III, the complete Plan Implementation Matrix prioritizes recommendations from all sections of the plan.

Related plans

Plans that support the creation of this Implementable Multi-Municipal Comprehensive Parks, Recreation and Open Space Plan include:

Zellenople and Harmony Joint Comprehensive Plan (2010) provides a precedent for the Boroughs working together to plan their future. One of the six key parts of this plan, "Expanding Recreational Amenities," sets a goal to "Initiate a plan between the two Boroughs to jointly manage the communities' parks and recreation." The plan also suggests hiring a recreation director and creating a multi-use trail plan that includes a water trail. The suggested trail plan includes connections to Jackson Township via the Reservoir Property (page 2.11 of this plan), the Wild Waterways (formerly ECOZ) trail, and to Beaver County via Zellenople Airport and Hereford Manor. It also tags the Reservoir Property as potential recreation land.

Jackson Township Comprehensive Plan (2017) formally identified the residential growth trends that are driving the need for recreation in the Township, and the opportunity to fund that recreation by enacting Public Land Dedication. Recreation analysis and planning began during this process, initiating public input and SWOT analysis, trail planning, and park land analysis. It also identified Zellenople and Harmony as complementary partners in terms of recreation, as Jackson had great potential but no developed recreation amenities, whereas Zellenople and Harmony had been providing recreation opportunities for Jackson residents, but had less land area open for future recreation development.

Zellenople Community Park Master Site Plan (2008) provides the Borough of Zellenople with a blueprint for making decisions regarding recreational development with a goal of enhancing the quality of life for residents of both Zellenople and the surrounding region. This is important because it recognizes Community Park as a resource shared and supported by surrounding municipalities. It includes many of the elements that remain important to the public in this plan, including additional parking, renovated fields and courts, and the addition of a skate park. The plan includes a swimming pool feasibility study.

community profile

Natural and cultural features

Jackson Township has a predominantly rural character, with a large proportion of undeveloped land and farmland. The land area of the Township surrounds the historic town centers of the Boroughs of Zellenople and Harmony. Both boroughs have a wealth of historic and cultural features that complement the Township's natural resources, as well as traditional commercial centers with a variety of shops, entertainment, and small businesses.

The Interstate 79 and State Route 19 corridors approximately parallel each other, running from North to South and separating Zellenople, Harmony, and the western one-third of Jackson Township from the remainder of the municipality. Along this transportation corridor, commercial development is rapidly increasing, moving northward from the highly developed Cranberry Township. The proximity of rural and undeveloped land to historic town centers, new commercial developments, and transportation infrastructure make Zellenople, Harmony, and Jackson Township attractive places to live, driving a recent increase in residential development throughout the Township.

The Connoquenessing Creek runs from East to West across the northern part of the Township, and through the historical center of development in the region, Zellenople and Harmony Boroughs. Zellenople and Harmony Boroughs are on relatively level land along the Connoquenessing Creek, but most of this land is already occupied by historic town-center development patterns with some industrial development. While there is a great proportion of undeveloped and farm land in Jackson Township, about a quarter is on steep slopes, over 25%. Another quarter of Township land area is on moderate slopes, between 15% and 25%. These slopes occur throughout the Township, mostly coinciding with minor waterways. This poses a challenge for development, but presents an opportunity for conservation of open land via trails and greenways that utilize these steep slopes.

A great many historic and cultural resources of regional and national value are found in the Boroughs of Zellenople and Harmony. Most notable is Harmony Historic District, which includes one site and ten buildings that contribute to its designation as a National Historic Landmark District. In Jackson Township, the Mennonite Meeting House on Wise Road was added to the National Register of Historic Places in 2016. The Township's two nearby historic barns are the Drovers Inn Farm and the Harmonist Zeigler-Wise Barn, the oldest in the region, now in use as a museum annex for Historic Harmony. These landmarks are centered on the Creekside property, which contains a portion of the Harmony Trail. Building on this historic and cultural wealth, Zellenople and Harmony have a strong tradition of seasonal festivals and cultural events that draw participation from throughout the region.

The municipalities are located within the Marcellus shale geological formation. Southern Butler County is at the center of a boom in natural gas development via hydraulic fracturing. In 2017, large scale pipeline infrastructure construction activities are visible throughout the Township. Marcellus shale development impacts the physical and natural environment, municipal infrastructure, and economy of the municipality and its residents. More information on shale gas development can be found at the Penn State Extension website: <http://extension.psu.edu/natural-resources/natural-gas/>.

Population characteristics and trends

Jackson Township has undergone significant changes in both its demographic and economic characteristics, which have a notable influence on the community and its recreational needs. An understanding of the Township's existing population and forecasting of future population are necessary prerequisites to the planning, financing, and maintenance of Township infrastructure and services. The following chapter summarizes the Township's recent population characteristics and provides reasonable projections of population growth expected within the Township.

Table 2-1 | Comparison of population estimates of Jackson Township and its neighbors 2014

	Jackson Township		Adams Township		Cranberry Township	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
Total population	3,637		12,335		29,023	
Male	1,809	49.70%	6,016	48.8%	14,388	49.6%
Female	1,828	50.30%	6,319	51.2%	14,635	50.4%
Age						
Under 5 years	90	2.5%	670	5.4%	1,928	6.6%
5 to 14	402	11.1%	1,852	15.1%	4,991	17.2
15 to 19	204	5.6%	753	6.1%	1,912	6.6%
20 to 44	969	26.7%	3,626	29.4%	8,948	30.8%
45 to 64	1,183	32.5%	3,822	31.0%	8,514	29.3%
Over 65 years	789	21.7%	1,612	13.1%	2,730	9.5%
Median age	48.4		40.6		38.8	
Race						
White	3,612	99.3%	11,715	95.0%	27,937	96.3%
Black or African American	16	0.4%	101	0.8%	571	2.0%
American Indian or Alaska Native	0	0.0%	17	0.1%	105	0.4%
Asian	9	0.2%	591	4.8%	798	2.7%
Native Hawaiian/ Pacific Islander	0	0.0%	0	0.0%	63	0.2%
Some other race	0	0.0%	32	0.3%	68	0.2%
Total housing units	1,634		5,131		11,099	

2010-2014 American Community Survey 5-Year Estimates
Source: American Community Survey, US Census Bureau

The preceding table provides a recent snapshot of the projected population through 2014 from the American Community Survey (ACS). The ACS data provides a helpful supplement to the 2010 decennial census numbers, and margins of error for these estimates are available in Jackson Township's 2017 Comprehensive Plan or from ACS's online Fact Finder. The data indicated in the survey reflect both stagnant development activity as well as a stable population. The preceding table benchmarks Jackson Township against its neighbors that have experienced ongoing development over the past few decades. The Township's population is older overall, with smaller proportions of children. The Township population appears on par with Adams and Cranberry with respect to proportions of young adults, which may be explained by a dearth of young adults in the neighboring communities due to relatively higher housing costs.

The population estimates precede the recent and intensifying development trends within the Township which began in mid-2014. Absent such development, ACS trends indicate a decrease in a population which is effectively aging in place. The following table compares Jackson Township to the Boroughs of Zellenople and Harmony. The Township, at the time of this projection, appears demographically more similar to its partner municipalities than surrounding townships.

Table 2-2 | Multi-municipal comparison of population estimates, 2014

	Jackson Township		Zellenople Borough		Harmony Borough	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
Total population	3,637		3,780		823	
Male	1,809	49.70%	1,587	42.0%	384	46.7%
Female	1,828	50.30%	2,193	58.0%	439	53.3%
Age						
Under 5 years	90	2.5%	185	4.9%	54	6.6%
5 to 14	402	11.1%	381	10.0%	88	10.7%
15 to 19	204	5.6%	127	3.4%	43	5.2%
20 to 44	969	26.7%	1,124	29.7%	214	26.0%
45 to 64	1,183	32.5%	1,107	29.3%	234	28.4%
Over 65 years	789	21.7%	856	22.7%	190	23.1%
Median age	48.4		45.9		45.7	
Race						
White	3,612	99.3%	3,729	98.7%	818	99.4%
Black or African American	16	0.4%	0	0.0%	18	2.2%
American Indian or Alaska Native	0	0.0%	0	0.0%	2	0.2%
Asian	9	0.2%	28	0.7%	4	0.5%
Native Hawaiian/ Pacific Islander	0	0.0%	23	0.6%	2	0.2%
Some other race	0	0.0%	18	0.5%	0	0.0%
Total housing units	1,634		1,981		363	

2010-2014 American Community Survey 5-Year Estimates
Source: American Community Survey, US Census Bureau

Population projections are challenging given nascent development trends in the Township. Residential development continues as utilities expand and property becomes available. One of the most important factors in planning a community's recreation infrastructure is understanding the age distribution of the population. Developers and builders have observed that predominately young families have moved into the units. Sales activity and prices of existing homes within the Township have also increased recently, indicating a probable transition of existing units to new residents who may reflect the demographic found within newer plans. This may indicate a great need for active recreation facilities and programming to best fulfill the recreation needs of this potentially fast-growing population of youth and younger adults. At the same time, the Township must consider how to best serve the older adults who wish to remain within the community.

Until long-term growth trends can be established in the Township, projections must rely on benchmarking against neighboring municipalities that have experienced growth, and are best limited to short-term projections. In short, growth experienced in Jackson Township will likely result in a population that looks more like that of Cranberry or Adams Township, and less like that of Zelienople or Harmony. Based on this and other assumptions, Jackson Township's 2017 Comprehensive Plan offers the following population projections for 2020 and 2025:

Table 2-3 | Projected population of Jackson Township, 2020 and 2025

Age Cohort	2020	2020 Percent of Total	2025	2025 Percent of Total
Under 5 years	297	6.5%	428	5.5%
5 to 14 years	758	17.0%	1,122	14.1%
15 to 19 years	335	6.2%	409	6.2%
20 to 44 years	1,427	29.3%	1,933	26.6%
45 to 64 years	1,708	29.7%	1,958	31.8%
Over 65 years	836	11.4%	752	15.4%
TOTAL	5,362		6,602	

Source: Jackson Township 2017 Comprehensive Plan

The above projections are considered conservative estimates. Considering that growth in Jackson Township is likely to continue into the foreseeable future, projections indicate that it will become increasingly important to consider providing active and passive recreation opportunities for all age groups. As Jackson Township begins to develop a physical recreation infrastructure, plans that accommodate a range of users will best prepare the Township for all likely growth scenarios.

community engagement

As the cornerstone of all planning processes, community input is vital to the long-term success and implementation of this plan. In order to assess the recreation needs of residents of all partner municipalities, several approaches were used. The following sections provide the process and results of Jackson Township neighborhood meetings; a multi-municipal recreation focus group meeting; individual interviews with key people, stakeholders, and sports associations in the region; and an online survey conducted jointly by the Borough of Zelienople Parks Board and Jackson Township. All methods of soliciting input indicated an engaged population highly interested in new recreation opportunities and additional investment in existing facilities and programs. Several key themes emerged from the community engagement process. Foremost were the desire for trails of all types, a pressing need for additional athletic fields.

Neighborhood meetings

In the spring of 2016, the Township held a series of neighborhood-based workshops to receive insights and opinions from residents. As a part of the Township's Comprehensive Planning effort, the neighborhood workshops aim to identify residents' priorities as well as their concerns.

During the workshops, those in attendance participated in an exercise where they wrote two positive and two negative qualities of the Township on a note card. They were then broken into groups to sort through the cards by using the SWOT analysis method (identifying strengths, weaknesses, opportunities and threats) and asked to place dots on the completed SWOT analyses indicating whether they agreed or disagreed with the statements. The participants were instructed to place as many dots as they'd like to indicate the strength of their agreement or disagreement with a statement. Below is a summary of their analysis as it relates to recreation.

Figure 3-1 | SWOT analysis results from neighborhood meetings

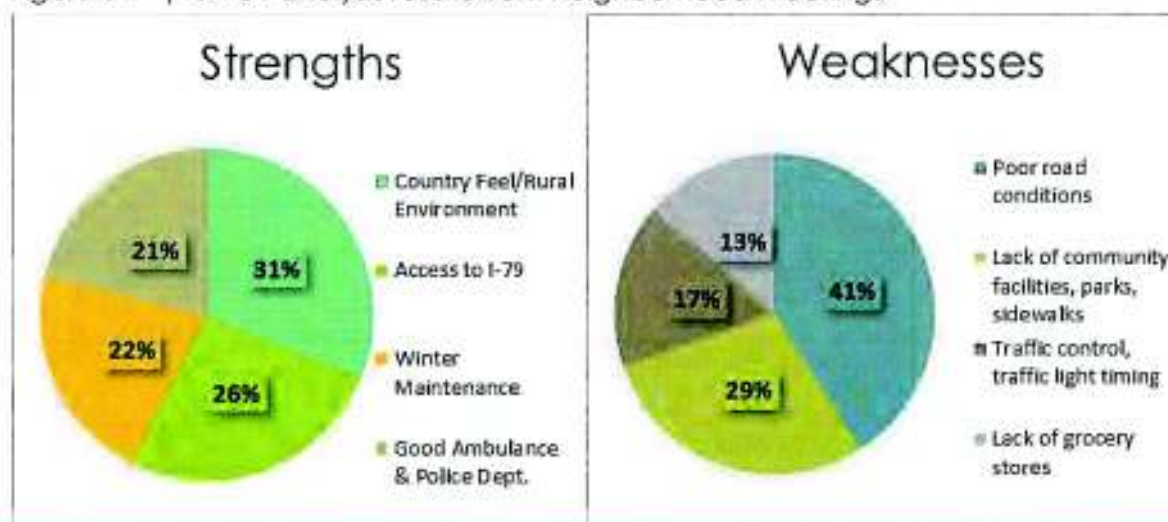


Figure 3-1 | SWOT analysis results from neighborhood meetings (cont.)

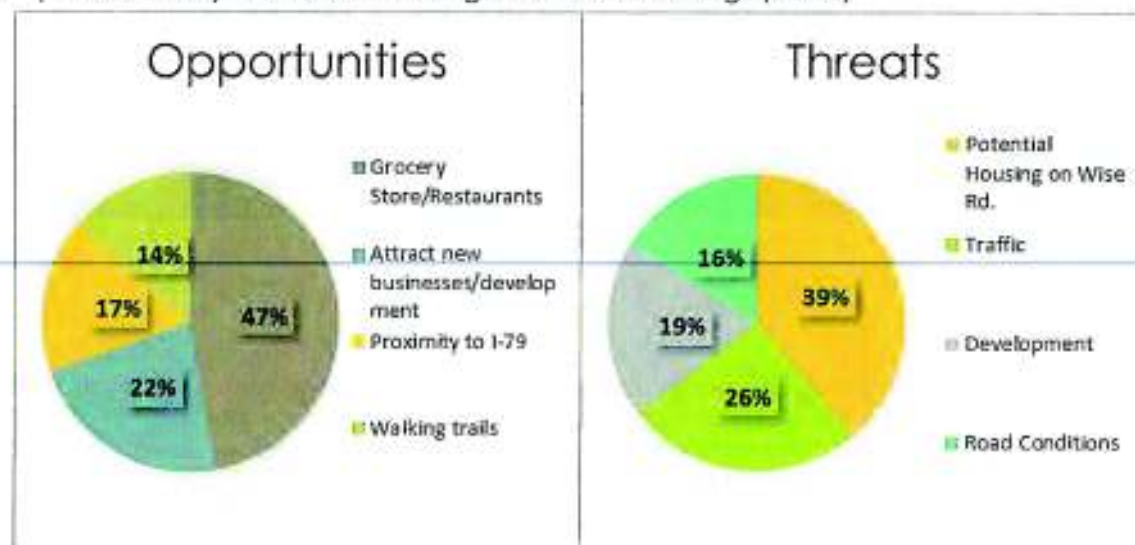


Table 3-2 | Excerpted results of SWOT analysis from neighborhood meetings

Abbey Woods/Briar Hill Neighborhood		# agreeing	# disagreeing
Strengths	Rural environment	2	
Weaknesses	Lack of community facilities	3	
Opportunities	Township growth being planned	1	
	Revenues from gas wells		1
Threats	Overdevelopment with no infrastructure	1	
	Gas drilling's impact on water		2
Jackson Manor/Harmony Highlands		# agreeing	# disagreeing
Strengths	Lack of pollution	1	
	Appropriate growth/cautious	2	2
	Rural outlying areas		
	Quiet		
	Hometown feel		
Weaknesses	Lack of sidewalks	6	
	Lack of parks/recreation	2	1
	Losing open space to development		
	Lack of collaboration w/ Boroughs	5	1
Opportunities	Seneca Landfill		
	Better communication through social media, updated website	3	
Threats	Possible development of flood area in Harmony/Jackson	6	1
	Potential Housing on Wise Rd	12	

Table 3-2 | Excerpted results of SWOT analysis from neighborhood meetings

Gristmill/Harfzell Area		# agreeing	# disagreeing
Strengths	Small town feel	6	
	Sense of community	2	
	Enjoy wildlife	5	
Weaknesses	Lack water quality, Connoquenessing	1	1
	Lack of sidewalks	7	1
Opportunities	Have more community events	1	4
Threats	Marcellus Drilling	2	2
Rock Lake		# agreeing	# disagreeing
Strengths	Rural setting/nice environment	3	
Weaknesses	Emergency exit for Rock Lake Residents	3	
	Light needed at Tollgate & Rt. 19	4	
	Traffic control/traffic light timing	5	
Opportunities	Walking trail to Zelenople	5	
Threats	Fracking	3	6
	Loss of farms	1	1
	Too much development	2	2
Tollgate School Neighborhoods		# agreeing	# disagreeing
Strengths	Country feel	3	
	Opportunity for growth	5	
Weaknesses	Lack of Recreation	1	
Opportunities	Community, housing, growth	1	

Summary of results: Neighborhood meetings

What is most interesting from the data collected, is that, even though the meetings were not conducted under the guise of recreation, the desire for recreation facilities is evident among participants. When asked what the top weaknesses of the Township are, 29% identified the lack of community facilities such as parks and trails. This is further supported by 14% of residents who identify the development of trails as a top "Opportunity" for the Township.

Specific meeting responses also demonstrate the lack of park and recreation as a community weakness. Further, opportunities to collaborate with Zelenople and Harmony Borough are identified. Building on the idea of multi-municipal collaboration, residents also identify the opportunity to build a walking trail that will link the Boroughs with the Township.

The strong support for the development of recreation facilities, through park lands and a trail network, is a key finding of the public engagement process and a foundation upon which the Township can begin planning a robust and cooperative recreation infrastructure.

Recreation focus group meeting

On September 13, 2016, the consultant team and Jackson Township staff facilitated a recreation focus group meeting. In addition to representatives from Zelenople and Harmony Boroughs, those who attended represented a diverse cross section of interested parties and organizations from across the municipalities. The meeting took place at the Township Building and was facilitated to allow an open dialog among those in attendance. The meeting results were recorded by the consultant team and the findings of the meeting are listed below. Two main topics of concern were addressed: trails, and property for other recreational needs.

Trails

This region is a major north-south route for bikers. There is a large cycling community taking advantage of regional road system (Pittsburgh to Mercer) specifically:

- Whitestown Road
- Evergreen Road
- Little Creek Road
- Yellow Creek Road

Specific opportunities for regional trail connections include:

- The Rachel Carson Trail, located to the southeast, connects to Pittsburgh's North Park.
- North Country Trail is approximately 12 miles north of Zelenople and crosses McConnell's Mills State Park. The Rachel Carson Trails Conservancy, which includes the Harmony Trail, wants a connection northward.
- Cranberry Township's Brush Creek Trail
- From Zelenople, west to the Hereford Manor property, and potentially through Zelenople Airport property

There is an opportunity to capitalize on biking with dedicated trails, identified routes, promotional marketing of route and region (amenities, shopping, etc.) for economic development. Trails were discussed as a means of linking recreational and commercial centers and points of interest in Jackson, Zelenople, and Harmony.

- The School District is working to improve Little Creek Road in front of campus to widen and add bike lanes and encourage trail connections to Harmony and Zelenople to the main campus
- Connections to the Wild Waterways (formerly ECO2) trail system in Jackson Township from the Harmony Trail, via the former Zelenople Reservoir property
- The Township has received a grant to extend a trail network from the Park and Ride to Tollgate School Road and to Zelenople via Perry Way. Monies are programmed for 2018.

Trails should be

- Multimodal
- Include hiking trails
- Include cross country ski opportunities for winter time use of trails
- Consider water trail opportunities with the Connoquenessing Creek
 - Kayaking on the Connoquenessing is popular
 - Zelenople and Harmony launches are used regularly
 - The Connoquenessing has Class 3 whitewater sections near Elwood City
 - Partnership opportunities include: Allegheny Aquatic Alliance cleans up the Connoquenessing regularly
 - Wild Waterways has multiple launches from Renfrew to Ellwood City, and expressed support for the maintenance of trails through their properties
 - The Connoquenessing is not an official water trail. Word of mouth has been used to get the word out about the water resources in the kayak community. Wild Waterways has a website with launch locations promoted

Recreation Facilities

More athletic fields are needed.

- There are no soccer and lacrosse fields in the community
- Possible need to add additional baseball fields in the near future to meet demand associated with growth
- Potential to identify property in the Township for future park acquisition(s)
- Most people travel to Graham Park in Cranberry for these fields
- The School District needs more facilities, specifically indoor facilities

Existing fields that are used include:

- Girls softball is played at EDCO Park and Zellenople Community Park
- A multi-use field is used at Zellenople Community Park
- The baseball association coordinates with Zellenople and Seneca Valley for use of the fields at the Park and at CVE

Maintenance issues include:

- The associations maintain the fields they use – volunteers
- Fields at EDCO Park are wet and flood – limit play time in early season
- Parking at Zellenople Community Park is a big problem
- Potential to light fields will allow extended play time and aid in field demand/usage

Partnership and funding opportunities include:

- Potential for shared use of fields
- Potential opportunity for the School District to partner with a municipality or private entity to develop an indoor recreation facility to meet these needs
- The baseball association is a 501.C.3, and is set up for donations
- Regional baseball event occurs annually – opportunity to capitalize on these in the future
- Potential partnership opportunity with the Steam Fitters for use of indoor community rooms/conference center
- Potential partnership with Evergreen Nursing Home to provide additional fields on property in the floodplain
- Provide a connection across the Connoquenessing to the School District property. This would provide emergency access to the nursing facility, which has been isolated by flooding on Evergreen Road.
- The School District's Ehrman Road property may be a potential site for future recreation facilities

Additional points discussed:

- The Township needs a playground – potential at the Creekside property
- The Zellenople Park Board expects to expand their programming opportunities
- The new amphitheater offers movies and concerts
- Program camps – day camps, sport camps are future wants

Focus group members: Fred Lochner, Harmony Borough, Wild Waterways Conservancy
Jeff Barkley, Jackson Township, President of Zellenople Park Board
Jim Waterpool, Recreation Consultant
Mary Hess, Zellenople Borough Council
Tom Franceshina, Mars, Wild Waterways Conservancy
John Stephen, Rachel Carson Trail Conservancy
Jim Feath, HRG, Inc.
Dr. Tracy Vitale, Superintendent, Seneca Valley School District
Susie Altemus, Harmony Recreation Board
Andrew Spencer, Assistant to the Manager, Zellenople Borough
Mark Marquardt, Harmony Borough
Chris Rearick, Jackson Township Manager

Summary of results: Focus group meeting

The focus group meeting conversation evolved to highlight on two specific areas: trails and facilities. The focus group members provided a significant number of recommendations with overwhelming support for the future development of a regional trail network to link community assets in each municipality. Further, there is a recommendation to look beyond the three municipalities and to promote trail linkages to the larger regional trail infrastructure, specifically from the North Country Trail to points south into Cranberry Township.

The focus group also provided valuable insight into where residents are meeting their recreation needs and where improvements within the municipalities is needed. As can be seen in the results, the Zelienople Community Park currently carries the burden to meet demands. Specifically, the active use amenities are taxed by demand, which has resulted in many residents traveling to neighboring communities to find additional recreation resources. As a result, the focus group sees a need to improve the facilities at Zelienople Community Park while also looking toward the development of new parks to provide added recreational opportunities, both active and passive, within the borders of the three partner communities.

Stakeholder interviews

Stakeholder interviews were conducted with six (6) organizations that are stakeholders in parks and recreation in Jackson Township, Zelienople, and Harmony.

Table 3-3 | Results of stakeholder interviews

Interviewed	Programs	Facilities	Partnership Opportunities	Public Relations & Marketing
Harmony Historic Society Rodney Gasch, President & Gwen Lutz, Vice President	EXISTING Annual Music Festival New Year's Eve German Event Silvester Event Concerts Garden Sharing Antique Show German Christmas Market	EXISTING Mennonite House Cabin on Main Street Barn Museum	EXISTING Providing facilities & activities that draw many people to Harmony	Facebook Information Center Monthly Newsletter Press Releases Program Bulletin Cooperate with Butler Tourism
	DESIRED Develop more history & educational programs, facilities open for pickup games	DESIRED Basketball court for teens	DESIRED Assist in communication; Coordinate development of new & existing programs	
Rachel Carson Trail John Stephen Board Member	EXISTING Trail Hikes Rachael Carson Hike/Run	EXISTING Harmony Trail Licenses & easements	EXISTING Trail Stewards Establish hiking routes Train volunteers to maintain trails Coalition of Municipalities; PIN	Website Facebook Twitter Press Releases
	DESIRED Town History walk-about & natural resources Indian Burial Grounds	DESIRED Improve Harmony greenway, connecting to North Country Trail	DESIRED Complementary nature of hiking & water trails	

Table 3-3 | Results of stakeholder interviews (cont).

Interviewed	Programs	Facilities	Partnership Opportunities	Public Relations & Marketing
Wild Waterways Conservancy & Allegheny Aquatic Alliance Christina Handley Board Member	EXISTING Connie Q Canoe Trip Celebration Annual Connoquenessing Creek Cleanup Purchase property for watershed preservation Develop public canoe launches Create public trail systems	EXISTING Connoquenessing Creek Nature Reserve Connoquenessing Creek Park Connoquenessing Creek Wilderness N.A. Bonnie Drive (Kittanning Street) Creek Road N.A. (Duerring) Slippery Rock Gorge N.A. (Ralston) Glacier Wetlands N.A. (Cooper)	EXISTING Preserve watersheds & develop access to waterways & trails	Website Word of Mouth Signage
	DESIRED Educational library programs in parks, summer programs for kids at the swimming pool	Swope Road Sunbeam N.A. (Cemetery Road) Porters Cove Delwood Road (Butler City) Rock Point N.A. (Wampum Road Rt. 288) River Road N.A. (Shapiro) Bingler N.A. (Muddy Creek Road) Blue Pool N.A. (Wampum Road) Beaver River Valley N.A. (Cancelliere Rt. 18) Falling Water N.A. (Barensfeld Rt. 351)	DESIRED Continue to obtain property around the creek to preserve and repair riparian buffers. Development of more trails and creek accesses. Develop a program to monitor the quality of water in the Connoquenessing	
		DESIRED Preservation & Access to Slippery Rock Creek & Connoquenessing Creek		
Indian Brave Campground Laura Ebbert Owner	EXISTING Spring Cart Day Mother's Day Craft Dances; Luau Father's Day Craft Memorial Day Weekend Events Chili Cook Off Harmony Spring Fest Family Picnic 4th of July Pool Party Christmas in July Ride for Kids Labor Day Weekend Halloween Party	EXISTING 157 permanent camp sites 45 transient sites Tent sites 2 rustic cabins Large activity hall Swimming pool Playground Basketball court Walking & biking trail Riverbank fishing Boat launch	EXISTING Ride for Kids Harmony Business Association Events Sponsor Band in the Park Sponsor Zelienople Library	Brochures Website Newsletter Social Media
		DESIRED Flood mitigation Buffer reservoir property	DESIRED Coordinate trail development near/ thru property Drainage issue Tourism	

Table 3-3 | Results of stakeholder interviews (cont.)

Interviewed	Programs	Facilities	Partnership Opportunities	Public Relations & Marketing
Seneca Valley School District Tracy Vitale, Superintendent Bob Cook, Building & Grounds Director Heather Lewis, Athletic Director	EXISTING Extensive variety of school clubs & activities Adult Education Walking Program Special Needs Programs	EXISTING Baseball Fields Soccer Fields Football Field Tennis Courts Computer Rooms Other standard school facilities	EXISTING Seneca Valley N. Soccer CVE property Community use of school facilities	Social Media Newsletters
	DESIRED Water Safety Fly Fishing Boating Hiking Club Outdoor Adventure Club Ecology Club	DESIRED Cross Country Trails Indoor Sports Facility Field Space Baseball Fields Soccer Fields Skate Board Facility Indoor Volleyball Court Connection to trail system	DESIRED Assist in communication; Coordinate development of new & existing programs	
Zellenople Community Park Association Jeff Barkley President	EXISTING Events Developing variety of programs	EXISTING Ballfields Courts Swimming Pool Trails Pavilions Playgrounds Fitness area	EXISTING Oversee Community Park Businesses Communities	Program booklet
	DESIRED Family Programs Senior Programs Single Moms Programs Scuba Yoga Water Aerobics Amphitheater Agenda	DESIRED Dog Park Soccer fields Pavilions Open space Trail connections Skate park	DESIRED Expand current & new partnerships	

Summary of results: Stakeholder interviews

While the stakeholder interviews reflected the general public's desire for more athletic facilities and trail connections, they provided greater insight into the programs that might be offered and partnerships that could make them possible. Specifically outdoor, adventure, and educational programs are desired by stakeholders. Partnerships to offer and promote programs would be exceedingly beneficial. Also, stakeholders expressed the desire to cooperate on building trail and water trail connectivity, which is essential to realizing the planned regional trail system.

Key person interviews

Ten (10) interviews were conducted with eleven (11) individuals identified by Township staff as key members of the recreation community. The results can be found summarized in the chart on the following pages, with full results in Appendix C.

Respondents were asked questions about the existing facility and program participation, as well as what type of facilities and programs they would like to see developed in the partner municipalities. Top results were:

Jackson Township

Pavilions and picnic areas
Trails and trail connections, wayfinding
Fields: soccer, baseball & multipurpose
Dog park
Fishing
Boating, canoe and kayak

Harmony

Boat launch promotions, activities
Fields: soccer, baseball
Volleyball at Swampoodle
Trail connections
Open air spaces

Program opportunities requested

Trail activities, such as organized biking, hiking, jogging, and walking
Historical programs
Family activities; single moms programs
Adult softball, soccer & fitness
Natural resources & outdoor programs; passive recreation
Senior programs
Disc golf, bocce

Zellenople:

Skate park
Pool (new and/or larger)
Renovations to pavilions and playgrounds
Multipurpose field
Fitness area
Pet agility area
Additional amphitheater space

Summary of results: Key person interviews

The key person interviews covered a wide range of topics. They generally reflected the need for trails and new recreation facilities, especially athletic fields. However, key person interview responses differed from previous public input in that participants suggested a range of other facilities that could expand recreation opportunities in the community and make use of land that might not be suitable for athletic fields. Respondents suggested that the way forward was to add new facilities as part of a program of maintaining, connecting, marketing, and generally building upon existing recreation resources in Zellenople and Harmony. Participants suggested North Park and Cranberry's Dick's Sporting Goods Complex as models for new facilities in Jackson Township.

Table 3-4 | Results of key person interviews

Interviewed	Age Best Served	Age Least Served	Program Opportunities	Facility Opportunities
Rodney Gasch & Gwen Lutz	Youth & Elderly	Teens	Current opportunities good along with current future plans	Picnic areas, pavilions Soccer fields, basketball court for teens, trails, information boards, mountain bike area
Reid Moon	Youth & Teens	Seniors	Many programs already, jogging/walking club	Multiuse fields, skate park
Mark Marquardt	Youth		Disc golf	Multiuse park, canoe/kayak, picnic, destination park, multipurpose field – baseball and soccer
John Stephen			Town history walkabout, Natural resources, Indian burial grounds, trail hikes	Trail connections
Ed Komoroski	Youth	Teens 14 – 18, young adults, adults, seniors	Softball leagues, historical programs, bocce, connect with schools, fishing, biking, drone/airplane field	Picnic shelters, complex like Cranberry, family oriented, skate park
Jeff Barkley	Youth	Seniors	Family activities, senior programs, single moms programs, scuba, yoga, water aerobics, amphitheater agenda	Dog park, soccer, pavilions, open space, trail connections, skate park, renovate playgrounds, pool revamping, upgrade existing pavilions, expand special needs area in playground
Greg Such	Seniors in Harmony	Teens	Cycling program, trail program, outdoor programs, concert series, fitness programs, passive recreation programs	Trails, fishing, skate park, pool renovations, more amphitheater, better promote launches
Susie Altemus	High School	None	Organized bike rides, organized volleyball, cross country skiing	Pet agility facility, fitness area, pool renovation, soccer & baseball fields, volleyball court at Swampoodle, bike rentals, tennis courts
Dave McConahy	Youth 2-12	Teens	Soccer	Dog park, soccer, baseball, hiking trails, fishing, boating, skate park
Mike Aleprete	Youth	Teens	Adult fitness, soccer	Soccer fields, picnic areas

Table 3-4 | Results of key person interviews (cont.)

Hampering Recreation	Partnership Opportunities	Future of Recreation	Comments
Funds, little foresight in past	Yes	Major draw, public facilities open to public for pickup games	Put ideas in place now. Strengths: getting excited about recreation. Weaknesses: Fundraising, communication
Funds, leadership	Yes – fundraising & programs in park	Build on existing; improve pool basketball & tennis	Strengths: Variety of youth programs Weaknesses: Programs for seniors
Communication	Yes – baseball field renovations	Development with some expansion, protecting green space	Restrooms at Porters Cove. Strengths: Quality, maintenance. Weaknesses: Getting people into using parks
Property issues, infrastructure - roads	Yes – trail development	Trail development	Improve Harmony greenway, complementary nature hiking & water trails
Funding, age, growth, pace	Yes – future planning	Moving forward, growth, interest, trails	Trail maintenance, more organization, improve roads, on the right track/attitude, sustainable, control growth. Strengths: Combining areas Weaknesses: Communication, utilization
Funding	Yes	Continuing growth	Space lacking in Zelienople. Strengths: Considering families. Weaknesses: Identifying needs of entire population, aging population
Funding, public support, piece meal basis, maintenance	Yes	Not much change in Harmony - built out, money, maintenance, population	Strengths: Natural beauty, creek, trails, terrain Weaknesses: Organized programs, communication
Funding, hotel accommodations, space, multiuse indoor facility	Yes with trails	Bigger pool, bike lanes	Harmony trail to ECOZ property. Strengths: Things within walking or cycling distance. Weaknesses: Old, safety concerns for biking, ball field crowded
Funding involvement, splintered organization	Yes – soccer field development & some financial assistance	As strong as ever, organized cooperation, bright	Strengths: Good families, organizations (churches, scouts, etc.) Weaknesses: Big company funding & involvement
Funding, space	Yes – financial resources	More facilities	Strengths: Do a good job. Weaknesses: Lack soccer facilities

Sports association interviews

Interviews were conducted with two athletic associations - baseball and soccer - that serve residents of Jackson Township, Zellenople and Harmony.

Table 3-5 | Results of sports association interviews

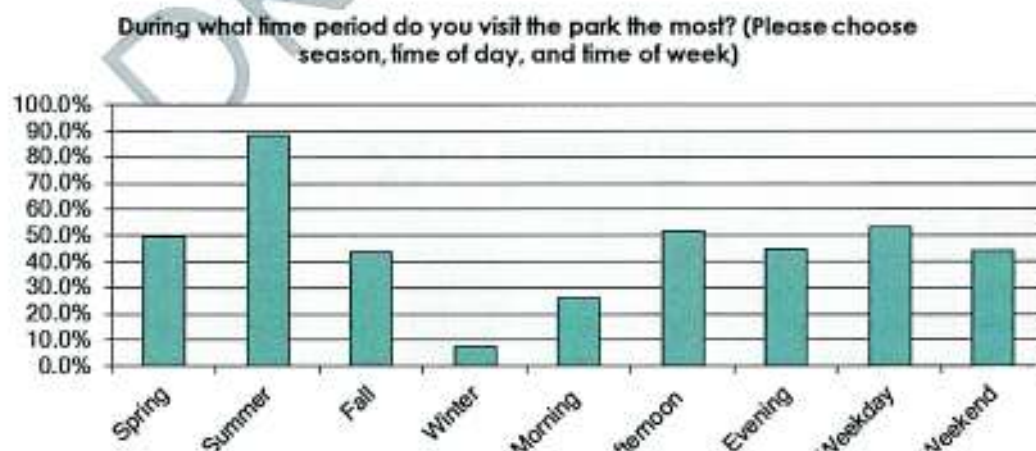
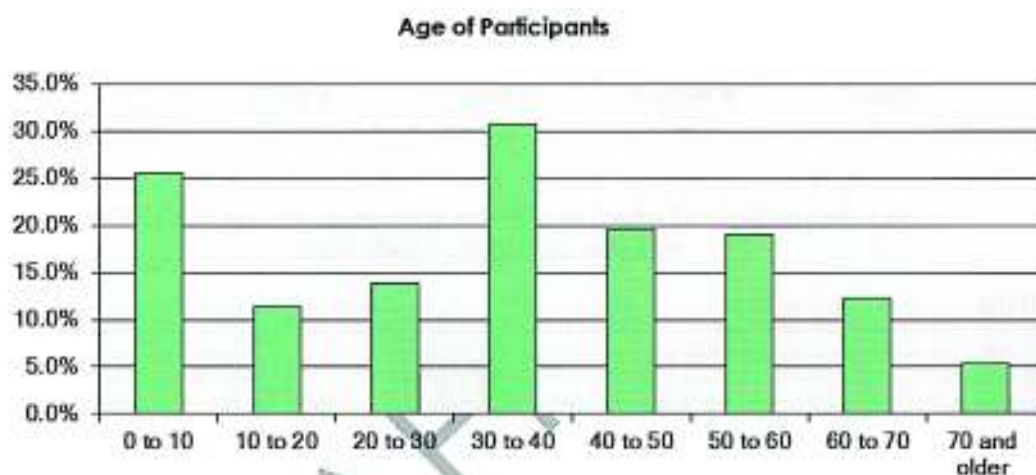
League	Athletic Association (Baseball) Mark Marquardt, President	Seneca Valley North Soccer Mike Aleprete, President Dave McConahy, Board Member
Number of Participants	400	200
Ages	5-18	4-19
Gender	Boys & Girls	Boys & Girls
Season	Spring End of April to end of June Fall Early Sept. to end of Oct.	Spring Mid-March to Early June Fall Early Sept. to end of Oct.
Fields Used	Zellenople Community Park & Edco Park	SV School District & Portersville Community Park
Existing Issues	Redoing one field a year, in planning stages for some facilities, AED location, educational barriers, need restrooms, concession & more parking	Bare patches, drainage distance to Portersville, lack of larger fields, minimal use of lower school fields
Fields Needed	Yes smaller fields, also need for multiuse fields & soccer fields	Yes, both small & large centrally located with adequate parking, bleachers, warmup area, storage shed, restrooms, & concession
Partnership Opportunities	Yes in renovating fields	Yes – some field maintenance, volunteer help, run concessions, some financial help

Summary of results: Sports association interviews

The sports association interviews indicated that a shortage of local sports fields, shortfalls on maintenance, and a lack of support facilities such as parking and concessions cause difficulties for their programs. However, both were willing to partner in maintaining, operating and improving the facilities they use or desire. Building stronger partnerships will undoubtedly become necessary for sports association programs in the region to continue to grow.

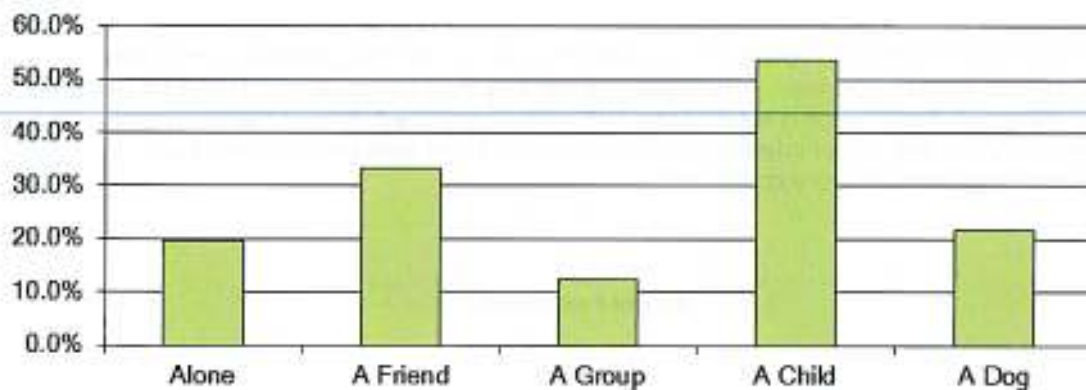
Online survey

In the winter of 2016/2017, Jackson Township staff working jointly with the Zellenople Park Board created an online survey to solicit information from Zellenople Community Park users. A positive result of 314 participants was received. Although there were a total of ten (10) questions asked, two of the questions asked for volunteer information (name and contact for interested volunteers) and one was an open-ended written option. The results of the remaining questions are as follows:

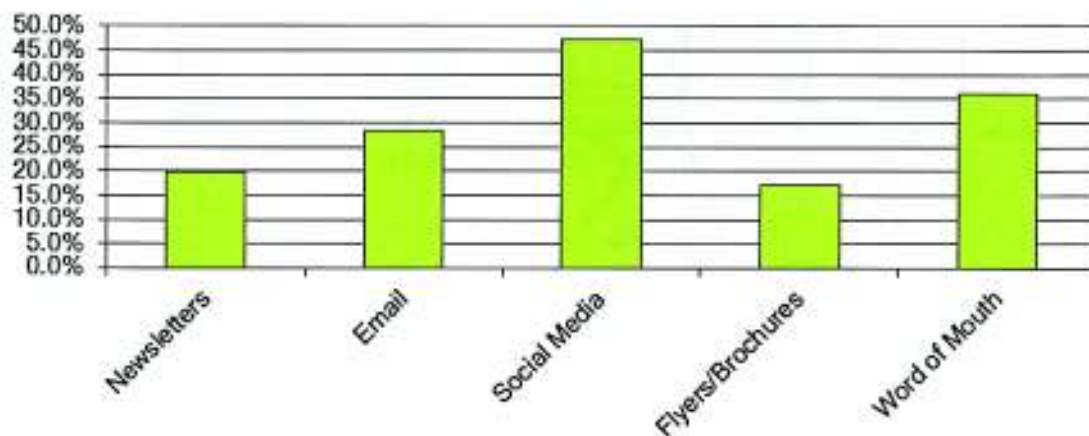


Online survey results (cont.)

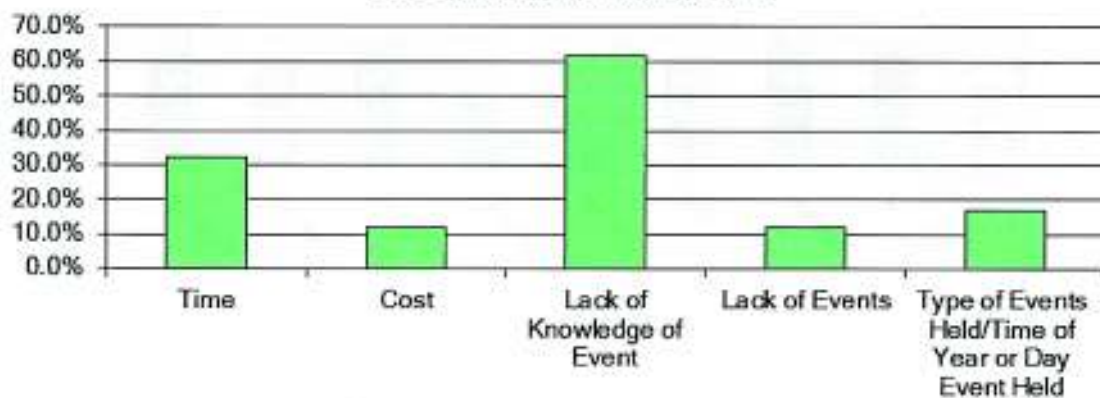
Who do you usually visit the park with?



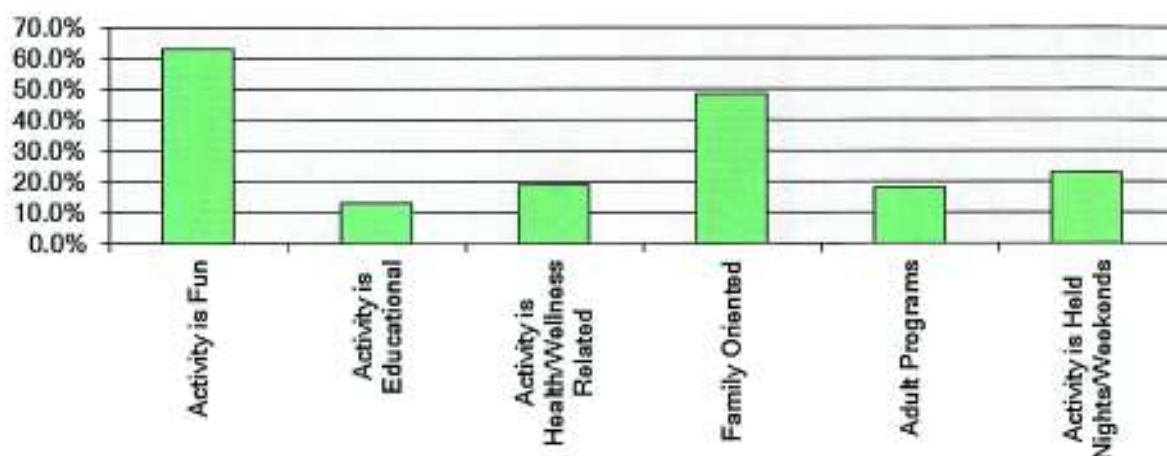
How do you find out about recreation programs and activities offered by Zellenople Community Park?



What is the main reason you do not participate in recreation programs at the park?



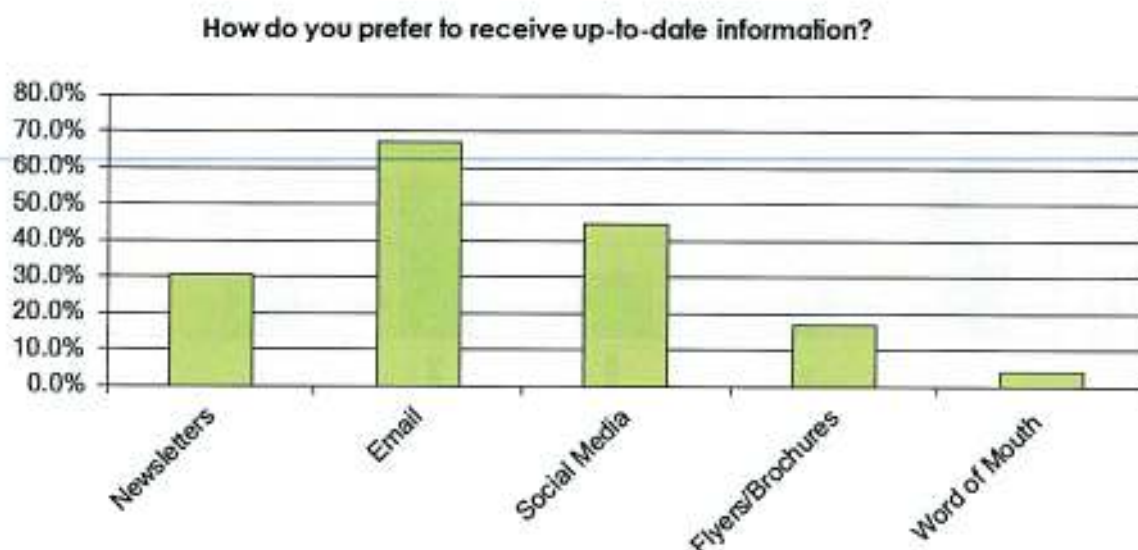
What is the most important to you when attending a program or event at the park?



Which activities would you like to see offered by Zelenople Community Park?

Answer Options	Response Percent	Response Count
Farmers Market	76.0%	237
Seasonal Festivals	71.8%	224
Concerts	66.7%	208
Zelie on Tap	40.4%	126
Ice Skating	37.8%	118
Reoccurring Summer Programs	36.9%	115
Fitness Classes	35.6%	111
Trivia/Movie Night	30.8%	96
Painting with a Twist/Arts and Crafts	28.8%	90
Yoga	26.0%	81
Adult Softball League/Pick-Up Games	22.4%	70
Mud Run/Obstacle Course	21.2%	66
Environmental Education	20.2%	63
History of Area	17.6%	55
Skate Park	16.3%	51
Mommy and Me Swim	16.3%	51
Father/Daughter Olympics	13.8%	43
Other		44

Online survey results (cont.)



Summary of results: Online survey

There are a number of interesting findings gathered through this survey. A highlight of the interesting items collected that are supportive of this planning effort and recreation needs/opportunities within the communities are:

1. The park is most frequented by families. This is supported by the park inventory which demonstrates the large number of family and youth oriented amenities within the Park.
2. Family programming is a strong draw to attract people to the Park.
3. The park is most used in the summertime.
4. Develop a farmers market.
5. Provide more seasonal events
6. Offer festivals
7. Develop additional concerts/movies in the Park
8. Develop a communication strategy to better communicate what is happening in the Park.

part ii | key goals

Part II consists of four sections, each targeted to address specific goals stated in Part I. Each section offers specific, action-oriented strategies directed at achieving the top priorities of Jackson, Harmony, and Zellenople. The sections are:

Park Facilities Planning

The goal is to plan for Jackson Township's first recreation facilities while sustaining and improving the existing facilities in Harmony and Zellenople that have long provided for their residents. An analysis of existing facilities is followed by a recommendation to ultimately develop three new park properties in Jackson Township.

Multi-municipal Trail Network

The goal is to provide an interconnected multimodal regional trail network while preserving open space, especially sensitive areas such as riparian corridors. A proposed trail network plan/map is followed by recommendations on trail design.

Cooperative Efforts and the Regional Recreation Board

The goal of this section is to increase cooperation between the partner municipalities and between the municipalities and school district, as well as public-private partnerships, in order to increase recreation in the region while maximizing the efficient use of resources. The primary recommendation in this section is the creation of a Regional Recreation Board that will preserve the autonomy of member organizations while directing their efforts to a common goal.

Funding and Public Land Dedication

The goal is to prepare Jackson Township to fund new recreation infrastructure, while ensuring that all three municipalities have funding opportunities in place to sustain their recreation facilities and programs. The primary recommendation in this section is the adoption of a Public Land Dedication/Fee-in-lieu-of ordinance in Jackson Township.

1 park facilities planning

- GOALS**
- Prepare for the development of Jackson Township's first recreation facilities
 - Sustain the quality of existing recreation resources, and plan for increased level of use

Existing Park Facilities

Below is a brief summary of park and other recreation facilities available in Jackson, Zellenople, and Harmony. Detailed inventories of municipal park facilities can be found in Appendix A. These inventories include a complete list of amenities, as well as an assessment of maintenance and accessibility at each site. The location of each of these facilities is mapped on the following page.

Zellenople Borough

Community Park - The 38-acre Community Park (plus 5 adjoining acres owned by the school district) serves most of the recreation needs of the region. It includes a playground and other play equipment, six baseball/softball fields, numerous picnic shelters, an amphitheater, and a variety of sport courts.

Issues - Community Park is heavily used. While it is generally very well maintained, safety and accessibility issues were noted in several of the facilities/amenities and should be addressed. Parking is often insufficient during athletic events. There is no community center in any of the municipalities; consider constructing one in Community Park.



Connoquenessing Creek Park - Approximately 1.5 acres owned by Glades Conservation organization has a nonmotorized boat launch and picnic pavilion

Issues - Creek access is steep and slippery. Plan to improve creek access. There is no entrance sign or other information posted.

Harmony Borough

Issues - Install directional signs. Most parks are difficult to find.

Harmony Canoe Launch - One acre grassy park with trees and concrete launch ramp

Issues - Ramp covered with silt and debris; remove buildup. Add ADA accessible path and small shelter.





Harmony Trail - Limestone trail less than one mile, with benches borders the Connoquenessing Creek and connects historic sites, crossing into Jackson Township

Issues - Trail washes out on steep slope

No parking; consider adding ADA parking at Mercer Road

Not accessible; ensure trail from Mercer Road along the creek is ADA accessible.

Create a loop trail by connecting Wise Road and Mercer Road entrances via a sidewalk.

Old Schoolhouse Playground - Small playground and basketball court adjacent to the municipal building

Issues - Drainage system is clogged, causing flooding of the playground.

There are accessibility and safety issues; see park inventory matrix.

Swampoodle - Park of 1.2 acres includes a playground, pavilion and basketball court.

Issues - Drainage is poor near the playground.

There are accessibility and safety issues; see park inventory matrix.

Wood Street Park - Grass area less than one acre

Issues - Add ADA accessible path and small shelter.

Jackson Township

Porters Cove - Approximately nine acres of land are owned by Jackson Township. A nonmotorized boat launch was recently improved by Allegheny Aquatic Alliance. The launch is located on a small parcel owned by the nonprofit Wild Waterways Conservancy. Aside from an access road and gravel parking area, the site is undeveloped.

Issues - The site is in a floodplain; develop the site accordingly.

Large trees in poor condition pose a safety hazard; remove trees.

A sewage leak was identified at the edge of township property.

Repair immediately.

Township-owned land is separated by privately owned land, some belonging to the nearby Hartmann Golf Course. Consider purchasing or leasing adjacent land.



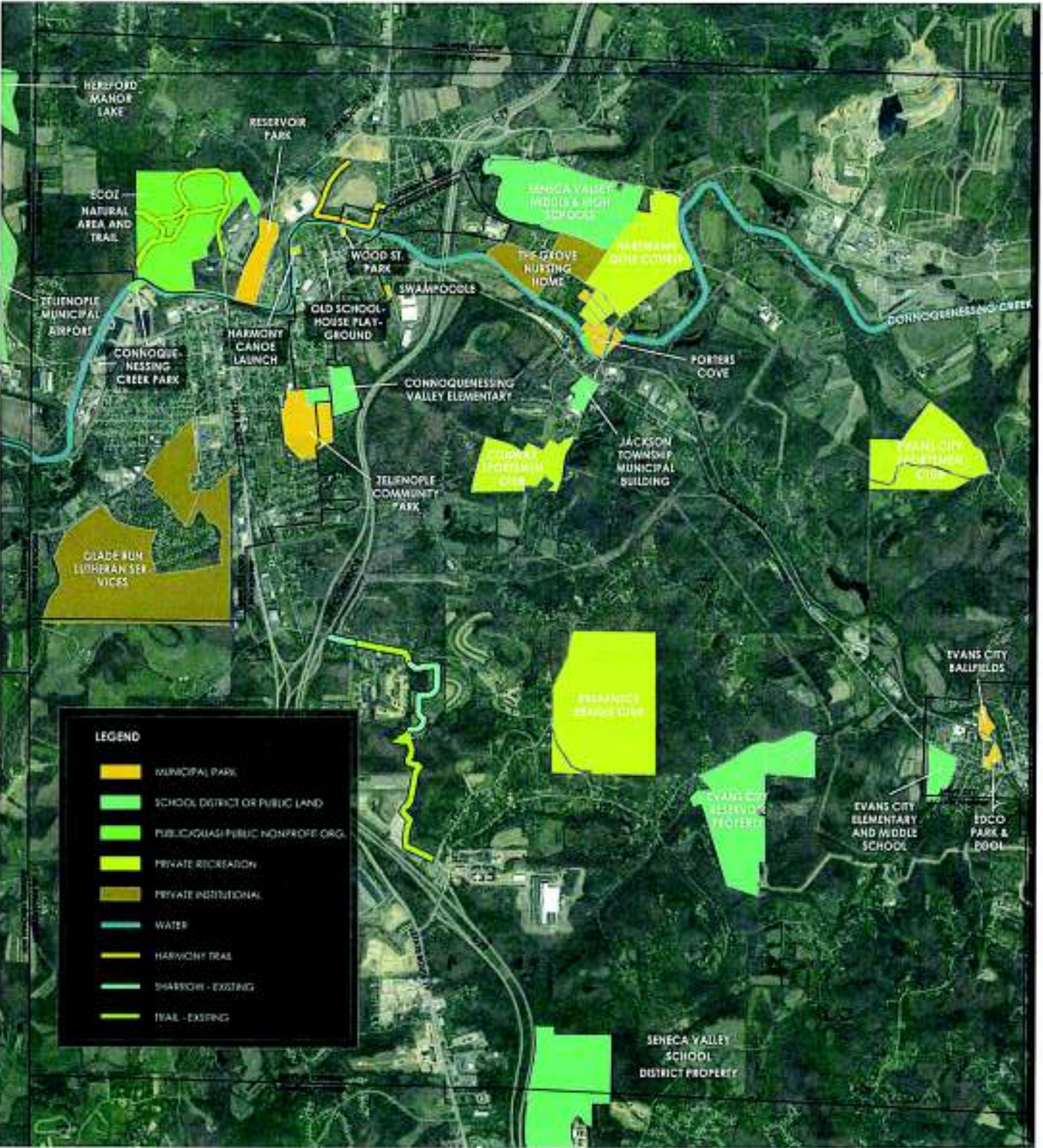
Wild Waterways (formerly ECOZ) Trail - This approximately two-mile long hiking trail is located on property owned by the Wild Waterways Conservancy. It was established by the non-profit organization Ecologically Concerned of Zelienople (ECOZ). It is accessible to the public.



Glade Run Sensory Playground - This privately owned playground is open to the public during certain hours. It is designed to be enjoyed by children on the Autism spectrum as well as neurotypical children. It includes a restroom and covered picnic area.

The following map shows the location of municipal parks and planned recreation facilities, as well as other public, private and non-profit recreation resources. It also includes some undeveloped open spaces owned by agencies that are potential partners in developing the recreation infrastructure of the region.

Figure 3-4 | Map of existing recreation facilities and providers in the region



Spatial Park Analysis

How many parks do we need? How big should our parks be? How many recreational facilities should we build in our community? These are common questions communities are challenged with when developing recreation infrastructure. Unfortunately, there are no cookie cutter solutions to recreation. Each community is unique and the recreation solution for one community may be dramatically different for another.

One method commonly used as a barometer to gauge the adequacy of a community's recreation facilities is the National Park and Recreation Association community recreation standards. Dating back to the 1980's, the NRPA has offered a number of methods of assessing the amount and type of facilities that will adequately meet the recreational needs of a community's residents.

The NRPA recently transitioned from the old method to the 2017 NRPA Park Metrics (previously known as PROR-AGIS). Both methods assess community recreation needs and provide an evaluation of what a community, based on population, may need to best serve its residents. However, the 2017 NRPA Park Metrics system employs a comparative benchmarking approach to more accurately gauge the recreational needs between similar population bases. Given the current transition between the old method and the current system, we have provided a review of each method.

The 1995 publication of NRPA's Park, Recreation, Open Space and Greenway Guidelines established a classification system for community recreational facilities based on the size and use of a park facility. The following three park categories that are applicable to potential parks in Jackson Township, Zellenople and Harmony:

Mini-Parks (Tot-Lot)

- ☐ 2,500 square feet to one acre in size.
- ☐ Geared for a small neighborhood within walking distance to residential areas.
- ☐ Service radius of less than ¼ mile.

Neighborhood Park / Playground / Mini-Park

- ☐ Intense recreational activities such as fields, courts, play equipment and picnic areas
- ☐ Park should be suitable for intense development
- ☐ Easily accessible
- ☐ Geographically central to specific neighborhood(s)
- ☐ Service area of ¼ to ½ mile
- ☐ Contain 1 to 15 acres
- ☐ NRPA recommends 1 to 2 acres of these parks per 1,000 resident population

Community Parks

- ☐ Areas for large use zone facilities (community center, pool, sports complex, etc.)
- ☐ May include a passive use area, natural area
- ☐ Large acreage suited to active and passive use areas
- ☐ Centrally located within community to serve large portion of community
- ☐ Service area of 1 to 2 miles
- ☐ Contain 25 or more acres
- ☐ NRPA recommends 5 to 8 acres of these parks per 1,000 resident population

The following tables compare the parkland standards for the Jackson Township, Zellenople Borough, and Harmony Borough areas using the old method versus the 2017 NRPA Park Metrics method.

Table 4-1 | Park land comparison to National Standards (Old Method)

Type Of Park	Acres/1000 population	Existing Acres	Acres Needed	Surplus Acres/ (Deficiency)
Mini-Park	<1	1.01	<9	(<3.99)
Neighborhood Park / Playground	1- 2	2.3	9 to 18	(6.7 to 15.7)
Community Park	5 – 8	65.38	45 to 72	19.62 to (6.62)

Population: 8,689

The following table comparisons are with the 2017 NRPA Park Metrics Community Standards for communities with less than 20,000 residents per square mile for park land, including Jackson Township, Zellenople Borough, and Harmony Borough information.

Table 4-2 | Park land comparison using new Park Metrics standards

Park Land	Land Area	Rating	NRPA Lower Quartile	NRPA Medium Quartile
Park acres as % of Township land	15,609.6	0.0044%	2%	.1%
Park acres/1000 population	68.69	6.9%	4.4	10.5

Population: 8,689

The old method indicates a deficit of both mini parks and neighborhood parks in the area. The existing two mini parks and two neighborhood parks are all located in Harmony Borough which has no further room for expansion. Zellenople Borough has the potential to obtain additional park land or fee-in-lieu-of at one site if the community adopts a public land dedication ordinance. Zellenople Borough currently has one well developed community park with scheduled renovations and new development planned. Jackson Township has two future community parks with plans for development and potential for acquiring new park land in the future. Both the old standard and the new 2017 NRPA Park Metrics indicate the area has sufficient community park land.

The following chart shows a comparison between the existing recreation facilities owned by the municipalities in the area, and the national standards.

Table 4-3 | Recreation facility comparison to National Standards (Old Method)

Facility	One Facility per 1000 People	Existing	Need	Surplus/(Deficiency)
Baseball Fields	3,000	5	3	2
Softball Fields	3,000	1	3	(2)
Basketball Courts	5,000	4	2	2
Football Fields	20,000	0	0	0
Picnic Shelters	2,000	7	5	2
Soccer Fields	10,000	0	1	(1)
Tennis Courts	2,000	2	4	(2)
Sand Volleyball Courts	5,000	0	2	(2)
Playgrounds	2,000	5	5	0
Horseshoe Pits	7,500	3	1	2

Population: 8,689

The following table indicates 2017 NRPA Park Metrics Standards of communities with less than 20,000 residents per square mile for recreation facilities.

Table 4-4 | Recreation facility comparison using NRPA Park Metrics standards

Facility	Median Number of Residents per Facility	Existing	Rating	Surplus/(Deficiency) Rating
Diamond Fields – Baseball	1 per 6,453	5	1.4	3.6
Diamond Fields – Softball	1 per 8,500	1	1.04	(.04)
Rectangular Fields - Soccer	1 per 6,199	0	1.43	(1.43)
Rectangular Fields - Football	1 per 26,250	0	.44	(.44)
Rectangular Fields – Multipurpose	1 per 12,468	0	.71	(.71)
Basketball Courts	1 per 7,080	4	1.25	2.75
Tennis Courts	1 per 4,375	2	2.03	(.03)
Playgrounds	1 per 3,633	4	2.44	1.54
Tot Lots	1 per 12,195	1	.73	.27
Swimming Pool – Outdoor	1 per 33,040	1	.27	.73
Dog Parks	1 per 42,500	0	.21	(.21)
Community Center	1 per 29,227	0	.3	(.3)
Ice Skating Rink – Outdoor	1 per 16,572	0	.54	(.54)

Population: 8,689

Included are both the old method and the 2017 Park Metrics method for park facilities to show the similarities and differences, and because each shows certain facilities that were not included in the other method.

For example, the 2017 Park Metrics method includes the swimming pool, dog park, community center, and ice rink that are not included in the old method. It also separates the tot lot from the playground. The old method includes picnic shelters, sand volleyball courts, and horseshoes. Therefore, each of these methods provides additional information. In comparing the results from the two methods there are many similarities in both the surplus and deficiencies indicating accurate information concerning recreation facility needs for the area.

The NRPA National Standards are based on the "average" community's needs. The comparisons above should only be used as a rough guidelines and not as absolutes to determine how Jackson Township, Zellenople, and Harmony each compare to the "average" community. Recreation desires and demands vary across the country; therefore, the only accurate method available to gauge whether or not park and recreation facilities are adequate is to ask the residents. Kevin Ashner, a planner from the greater Miami park system recognized for his contribution to parks research, argues that the true measure of a good standard is "the level of customer satisfaction." Ashner suggests the following criteria for good standards:

<i>Relevance</i>	They should reflect the needs and lifestyles of today's residents.
<i>People Orientation</i>	They should reflect the unique needs and preferences of the people in the area being served.
<i>Performance Standards</i>	They should provide a basis for measuring achievement of the community objectives. They should measure the quality of recreation service rather than simply the quantity.
<i>Feasibility</i>	They should be attainable within a reasonable time frame and with available funding sources.
<i>Practicality</i>	They should be simple to understand and apply. They should be based on sound planning principles, information, and a credible development process. They should also be flexible enough to handle unanticipated situations and rapidly changing needs.

A map of existing recreation resources, along with a complete inventory of facilities in Jackson Township, Zellenople Borough, and Harmony Borough can be found in Appendix D.

Conceptual Park Master Planning

Jackson Township's need for new recreation facilities of all types is overwhelmingly evident, based on public input as well as the analysis in this section. While good cooperative relationships exist between Jackson Township and its partner communities that now provide recreation facilities, the Township's growing population will soon overwhelm the existing capacity. This study analyzed potential opportunities within the Township, and ultimately developed sketch plan alternatives to three potential park properties.

While each of the sites proposed in this section will fulfill a different recreation need for Township residents, they are similar in that each takes advantage of the Township's wealth of natural features. These features inspire a consistent character across the three proposed plans, which use natural materials and incorporate active and passive recreation activities on the same site.

Throughout the development of the following sites, as well as in future park design and development, Jackson Township has an opportunity to establish and maintain a consistent character and sense of place that differentiates its recreation sites from those of surrounding communities.

New park facilities and maintenance

Planning, designing and developing new park and recreation facilities, including a trail network, will require significant commitment on the part of Jackson Township. Substantial resources will be required not only to build the facilities, but also for the long term operation and maintenance of the facilities.

In addition to planning for future facilities, it is critical to develop stringent maintenance routines, checklists, logs and routine inspections in order to ensure the safety of the equipment within the Township parks. As park facilities expand into the future, these efforts shall be ever more important as staffing becomes stretched over a larger area with more responsibilities. Again, the NRPA provides a great resource to guide the development of maintenance logs and inspection routines.

NRPA also supports the Certified Playground Safety Inspector (CPSI) examination which enforces national guidelines on playground safety. It is imperative that a CPSI be involved in the routine inspection of all playground equipment in the Township parks. This individual will ensure that all playground safety guidelines are followed will create a maintenance log of each item of playground equipment. Ultimately by conducting a routine inspection and keeping accurate maintenance and inspection logs, these efforts will help insure playground safety as well as limit the Township's liability issues on the playgrounds. See the maintenance and staffing sections in Part III of this plan for detailed information.

Develop facilities compliant with the Americans with Disabilities Act (ADA)

In order to be in compliance with the Americans with Disabilities Act, it is required that all public entities operate each service, program or activity in a manner that is accessible to persons with disabilities. If the parks and recreation department offers a program or an activity that is in a building that is not accessible to a person with disabilities, the department must:

- ☐ Remove the barrier to access into the facility
- ☐ Shift the location to an accessible site
- ☐ Provide the service in some alternative method in an accessible facility
- ☐ Construct a new facility for park programs

(Mertes and Hall, 1996)

The Township should plan and develop all new facilities and programs to be inclusive based on the facilities to be used and the programs offered. Printed literature advertising the programs should indicate that the facilities and programs are accessible. It is understood that certain facilities and programs may not be fully compliant, but efforts should be made to meet these needs whenever and wherever possible. See the Programming section of Part III of this plan for more detailed information on applying the ADA.

Reservoir Property

Located in Jackson Township, this property historically held the three water reservoirs that supplied drinking water to the Borough of Zelienople. Because the potable water reservoirs are no longer in use, in early 2017 the Borough and Township reached an agreement to transfer ownership for the purpose of developing a new Township park. The property is accessed by an unpaved road through a parcel that was retained by Zelienople Borough.

The proposed development plan includes significant infrastructure upgrades to provide adequate vehicular access and parking to support the proposed recreational amenities. The park is proposed to house two soccer fields, concessions, playground, fishing pond, walking trail, and a connection to a future trail network that will provide access into Harmony Borough and to Zelienople's main street.

The multimodal trail connection provides a loop trail through the site and connects to the entry road. Trail connections will likely require agreements with adjacent property owners; proposed cooperation with the nonprofit Wild Waterways will enable a trail connection at the south of the property. While the property is bordered on two sides by the Connoquenessing and Scholars Run, the banks are too steep to allow recreation access to the water. Proposed restoration of riparian buffer vegetation will help prevent steep banks from further eroding, and may be eligible for DCNR grant funding under the Riparian Forest Buffer Program.



Two U-19 (full size) soccer fields are proposed in response to the needs expressed by residents and stakeholders, including the school district, during the public participation process. The northernmost field is slightly narrower to fit the site. The fields are served by an accessible walkway. For safety, the pavement is separated from active recreational uses by a row of wooden bollards. The fields will be available for cooperative use by school teams, but also may be rented to the club or travel teams that serve many Township residents.

A playground, 7500 square feet with a natural bark mulch surface, will accommodate play equipment for both age groups 2-5 and 5-12. Its proposed location close to the larger of the soccer fields to allow families to supervise other children while attending a soccer

game or practice. A fence is proposed between the playground and Scholars Run to keep children safely away from the water's edge. Uncovered picnic tables in this area will be provided for playground users and as additional seating for the concessions area.

A combined concessions and restroom building is proposed to serve soccer teams as well as other park users. It will include an attached covered picnic area with concrete pad floor, lighting, and electrical outlets. The 30 x 60-foot facility may be made available for rent by soccer teams or for small private events held at the park.

A fishing pond is proposed at the former reservoir adjacent to the Connoquenessing. According to Township residents, fishing was a prior use of the property before the reservoirs were drained. The site development plan proposes reworking the existing inlet from Scholars Run to minimize erosion and sedimentation of the proposed pond, and refurbishing the existing outlet structure at the opposite end of the basin. The plan proposes reducing the water surface to create a more natural looking body of water.



Reservoir property (cont)

Two fishing areas will be provided. Several improvements are proposed for one area that will serve all ages of Township residents: an asphalt path with hand rails, an accessible pier with seating, and a sand beach. The second fishing area is proposed to have a natural character with a river rock and grass shore accessed by a natural surface path and areas of fish habitat restored with native plant materials. No other recreational activities, to include swimming or boating, are proposed for the fishing pond. The accessibility of the waterfront and the availability of parking and picnic/restroom facilities would provide opportunities for community events such as fishing tournaments.

The proposed development plan reserves a space overlooking the pond for a future Township veterans memorial project.

The proposed plan for the reservoir property is on the next page, followed by the Estimate of Probably Construction Costs.



Comprehensive Multi-municipal Recreation Plan | Jackson Township | Zellenople Borough | Harmony Borough



Estimate of Probable Construction Costs for Reservoir property

Estimate of Probable Construction Costs

Reservoir Park

Jackson Township

R002302.0461

Date: March 16, 2017



Item No.	Description	Unit	Estimated Quantity	Bid Unit Price	Bid Price
SITE PREPARATION					\$384,462.50
1	Clearing and Grubbing	AC	3.5	\$7,275.00	\$25,462.50
2	Erosion and Sedimentation Control	LS	1	\$35,000.00	\$35,000.00
3	Earthwork, Athletic Fields and Parking Area*	CY	24,000	\$13.50	\$324,000.00
* assumes Township-provided fill for two northern reservoirs to approx. elev. 907					
SITE INFRASTRUCTURE					\$956,070.00
Utilities					
4	Yard Hydrant Installation	LS	1	\$10,000.00	\$10,000.00
5	Water Line Installation	LF	983	\$65.00	\$63,895.00
6	Sanitary Sewer PVC Pipe Installation	LF	410	\$35.00	\$14,350.00
7	Sanitary Sewer Manhole Installation	EA	1	\$2,500.00	\$2,500.00
8	Sanitary Sewer Interior Drop Connection Installation	LS	1	\$5,000.00	\$5,000.00
9	Electric Line and Box Installation	LS	1	\$78,000.00	\$78,000.00
10	Entry Drive Light Installation	EA	4	\$5,500.00	\$22,000.00
11	Parking Lot Light Installation	EA	5	\$5,500.00	\$27,500.00
12	Restroom and Concession Area Light Installation	EA	8	\$3,500.00	\$28,000.00
13	Wood Bollard Installation	EA	40	\$750.00	\$30,000.00
Stormwater					
14	Storm Sewer 12" HDPE Pipe/Perforated Pipe Installation	LF	3160	\$45.00	\$142,200.00
15	Storm Sewer Yard Drain Installation	EA	7	\$600.00	\$4,200.00
16	Storm Sewer Type M Inlet Installation	EA	6	\$2,500.00	\$15,000.00
17	Storm Sewer Manhole Installation	EA	3	\$3,000.00	\$9,000.00
18	Storm Sewer Winged Endwall Installation	EA	1	\$1,500.00	\$1,500.00
19	Storm Sewer Rip Rap Apron Installation	LS	1	\$5,000.00	\$5,000.00
20	Bio-Retention Area Installation	LS	1	\$30,000.00	\$30,000.00
21	Bio-Retention Area Outlet Structure Installation	EA	2	\$3,000.00	\$6,000.00
Pavements					
22	HMA Wearing Course, 9.5 mm Mix, 1.5" Depth	SY	6210	\$15.00	\$93,150.00
23	Road HMA Binder Course, 25 mm Mix, 2.0" Depth	SY	1720	\$16.50	\$28,380.00
24	Parking HMA Binder Course, 19 mm Mix, 2.0" Depth	SY	4490	\$16.50	\$74,085.00
25	Aggregate Subbase #2A, 6" Depth	SY	6210	\$10.00	\$62,100.00
26	Wedge Curb	LF	2181	\$10.00	\$21,810.00
27	Wheel Stops	EA	100	\$500.00	\$50,000.00
28	Pavement Markings	LS	1	\$25,000.00	\$25,000.00
29	Signage, Entry and Directional	LS	1	\$6,000.00	\$6,000.00
30	ADA Line Striping/Symbol	EA	6	\$750.00	\$4,500.00
31	ADA Parking Sign with Post	EA	6	\$500.00	\$3,000.00
32	Concrete Sidewalk Installation	SY	635	\$90.00	\$57,150.00
33	Asphalt Trail Installation	SY	650	\$45.00	\$29,250.00
34	Type 4-A ADA Ramps	EA	5	\$1,500.00	\$7,500.00

Estimate of Probable Construction Costs for Reservoir property (2)

Item No.	Description	Unit	Estimated Quantity	Bid Unit Price	Bid Price
ACTIVE RECREATION AREA					\$900,679.10
Soccer Fields					
35	Topsoil Spreading	SY	22290	\$5.50	\$122,595.00
36	Turf Athletic Mix	SY	22290	\$0.64	\$14,265.60
37	Light fixtures	EA	8	\$35,000.00	\$280,000.00
38	Striping	LS	1	\$500.00	\$500.00
39	Bench, aluminum	EA	4	\$655.00	\$2,620.00
40	Goals	EA	4	\$2,675.00	\$10,700.00
41	Signage	LS	1	\$1,000.00	\$1,000.00
Playground					
42	Surfacing Material - Rubber Tiles	SF	6500	\$12.00	\$78,000.00
43	Underdrain, Perforated Plastic, 4"	LF	170	\$1.52	\$258.40
44	Limestone Base #57, 6" Depth	SY	722	\$7.05	\$5,090.10
45	School Age Playground Equipment and Installation	EA	1	\$75,000.00	\$75,000.00
46	Early Childhood Playground Equipment and Installation	EA	1	\$95,000.00	\$95,000.00
Concession and Restrooms					
47	Concession and Restroom Structure with Attached Pavilion	SF	1250	\$150.00	\$187,500.00
Site Furnishings					
48	Bench, 8' installed on concrete pad	EA	8	\$1,800.00	\$14,400.00
49	Picnic Table	EA	10	\$700.00	\$7,000.00
50	Fence/Rail, Wood	LF	300	\$22.50	\$6,750.00
TRAILS					\$250,250.00
Trail, Multimodal, Combining Perimeter Walking Loop and Connection to Municipal Trail System					
51	Limestone Trail Installation (12' wide)	LF	3800	\$30.00	\$114,000.00
52	Multimodal/Pedestrian Bridge	EA	2	\$55,000.00	\$110,000.00
53	Bench, 8' installed on concrete pad	EA	6	\$2,000.00	\$12,000.00
54	Wood Guard Rail for steep slopes	LF	500	\$22.50	\$11,250.00
55	Signage	LS	1	\$3,000.00	\$3,000.00
LANDSCAPE AND RESTORATION					\$553,200.00
Buffer Adjacent Property					
56	Plant Material and Installation	LS	1	\$45,000.00	\$45,000.00
Other					
57	Topsoil	CY	5200	\$35.00	\$182,000.00
58	Topsoil Spreading	SY	31200	\$5.50	\$171,600.00
59	Seeding & Mulch	SY	31200	\$1.75	\$54,600.00
60	Plant Material and Installation	LS	1	\$100,000.00	\$100,000.00

Estimate of Probable Construction Costs for Reservoir property (3)

Item No.	Description	Unit	Estimated Quantity	Bid Unit Price	Bid Price
ALTERNATIVE #1: SITE WORK FOR VETERANS MEMORIAL					\$50,390.00
61	Concrete Pad	SY	133	\$90.00	\$11,970.00
62	Brick Paver Installation	LS	1	\$25,000.00	\$25,000.00
63	Concrete Sidewalk Installation	SY	38	\$90.00	\$3,420.00
64	Electrical Connection and Lighting	LS	1	\$10,000.00	\$10,000.00
ALTERNATIVE #2: RESTORE RESERVOIR AND INSTALL FISHING AREA WITH AMENITIES					\$500,025.00
Restore Reservoir					
65	Earthwork (dredge pond, slope banks, fill fishing areas)	CY	6400	\$12.00	\$76,800.00
66	Repair Dam	LS	1	\$50,000.00	\$50,000.00
67	Inlet Bank Erosion Control	LF	160	\$25.00	\$4,000.00
68	Existing Inlet Structures Work	LS	1	\$12,000.00	\$12,000.00
69	Overflow Structure Restoration	LS	1	\$25,000.00	\$25,000.00
70	Vegetation Restoration and Landscape	LS	1	\$20,000.00	\$20,000.00
Install Fishing Area with Amenities					
71	Asphalt Path (5' wide, with landings for accessibility)	SY	90	\$45.00	\$4,050.00
72	Railing, Wood	LY	670	\$22.50	\$15,075.00
73	Pier	LS	1	\$280,000.00	\$280,000.00
74	Pond Aeration	LS	1	\$8,000.00	\$8,000.00
75	Screening Device	LS	1	\$1,200.00	\$1,200.00
76	Bench	EA	3	\$800.00	\$2,400.00
77	Signage	LS	1	\$1,500.00	\$1,500.00
SUBTOTAL					\$3,595,076.60
78	Contingency				\$359,507.66
79	Mobilization and Project Management				\$359,507.66
TOTAL					\$4,314,091.92

Note: This estimate is based on 2017 construction estimates assuming all construction to be publically bid. This estimate does not include fees associated with engineering, permitting, survey, geotechnical testing/engineering services. Estimate 10 to 15% of construction cost for engineering services. Alternative #2 (Fish Pond) will require significant additional engineering and environmental studies. Estimate an \$80,000 - \$100,000 fee in addition to the base project cost.

Porters Cove

The Porters Cove property is located along the Connoquenessing Creek on lands owned by the Township. Most of the property bordering the Connoquenessing and Little Creek was obtained by the Township in the early 2000's through a FEMA floodplain purchase program. Existing dwellings on the individual properties located in the flood plain were demolished and the land was returned to open space. Many elements of electrical, water, and sewer infrastructure remain on the site but are in varying levels of repair. Very large trees throughout the site are in poor condition and pose a safety hazard for users of the undeveloped property.

Porters Cove is currently accessed by a Township road and has a small gravel parking area that provides access to an informal non-motorized boat launch area on the Connoquenessing Creek. The launch is currently in use, particularly by members of the Wild Waterways Conservancy. This nonprofit owns a parcel of land adjacent to the launch that is mostly covered by the Connoquenessing Creek, and access to this parcel is through Porters Cove.

The location of the property is advantageous for development within the overall Township recreation plan. It is in close proximity to Seneca Valley School Middle and High School, and adjacent to a bridge over the Connoquenessing for trail access across the creek. An existing internal unpaved road (Smith Drive and Franklin Road) affords the opportunity to develop an off-road portion of the Township's planned multimodal trail. Adjacent parcels, now privately owned but undeveloped, could potentially in the future be developed as athletic fields.

The site development plan has identified a number of improvements that will allow the property to serve both active and passive uses, preserve riparian buffer and enhance the access to the creek for fishing and launching of non-motorized craft. The improvements maintain the natural character of the site and prepare it for an increased level of recreational use. Several paved parking areas for proposed and existing uses are dispersed throughout the site development plan.



Many improvements in the site development plan are eligible for grant funding. In 2016 the Allegheny Aquatic Alliance, a nonprofit organization devoted to water protection, was awarded a grant from the Western Pennsylvania Conservancy to develop or improve public boat launches along the Connoquenessing Creek, including the launch at Porters Cove. Previously developed land along the creek could be restored with funding from the DCNR Riparian Forest Buffer Program. DCNR funding is available for nature play areas such as the one proposed below.

The waterfront at Porters Cove provides the best access to the Connoquenessing Creek of all proposed sites. The site development plan proposes enlarging the gravel boat trailer parking area to provide a turnaround. Defining and improving the existing non-motorized boat

launch area with a concrete ramp and sandstone block apron will provide safer and easier access for boaters, and stabilize the stream bank during flooding. The proposed waterfront maintains the sand and river rock beach area at the bend of the Connoquenessing, where sediment gathers downstream of a concrete remnant of a former dam. Upstream, a large wooden pier and 180-foot long boardwalk with railing extend the waterfront along the deeper water and steeper slopes, to make these areas available for fishing and passive recreation by all ages.

A large nature play area, to be designed for use by all ages, is proposed south of the access road. Nature play, unlike the typical post-and-platform prescriptive playground equipment, provides open-ended play opportunities with



Porters Cove (cont.)

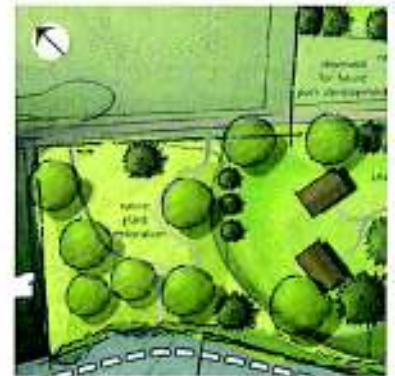
materials that children can use to create unique play environments. The proposed play area would include both fixed elements built with natural materials (wooden climbers; a tunnel; a slide) and materials like sand, gravel, logs and branches that children can manipulate. The proposed play area is anchored on two existing large Norway spruce trees and is surrounded with a combination of hedge and post-and-rope fencing to provide a secure environment for free play. Providing a water source inside the playground is recommended, so children can enjoy minimally supervised water play in a safe environment away from the creek. The size and flexibility of the proposed play area provide many more recreation programming opportunities than a typical playground. An example of such programming that requires minimal resources and provides many developmental benefits for children is den building, an activity popular in playgrounds throughout the UK (<http://www.denbuilding.co.uk/>).



Large pavilions (30 x 50-foot) are proposed in two locations, one near the playground and two nearer the waterfront (pictured). Wood pavilions on concrete floors are lighted and provide electrical outlets. A proposed 25 x 25-foot restroom could potentially be connected to existing on-site water and sewer infrastructure. These amenities and the variety of activities proposed at Porters Cove provide opportunities for private rentals as well as community events.

Less intensive improvements are proposed for the remainder of the site. A dog park with chain link fence covers 20,000 square feet and provides areas for small and large dogs.

Native vegetation restoration includes a stream buffer area along the Connoquenessing and two areas of flood-tolerant native vegetation. An interpretive loop trail would provide opportunities for all-ages education on how vegetated floodplains and stream banks protect developed land from flooding. A wildlife viewing platform faces the privately owned wetland/grassland at the center of Porters Cove, but could be repurposed in the play area in the event of future development. No improvements other than signage are recommended for small Township-owned parcel, accessed only by the unpaved trail, which provides for low-impact recreation as a hike-in fishing and natural area along Little Connoquenessing Creek.



Recommendations for future development include working with adjacent private landowners to acquire more property and expand the active recreation component of this site.

The proposed development plan for the Porters Cove property is on the next page, followed by the Estimate of Probable Construction Costs.

Proposed site sketch plan for Porters Cove



Estimate of Probable Construction Costs for Porters Cove

Estimate of Probable Construction Costs

Porters Cove Park

Jackson Township

R002302.0461

Date: July 5, 2017



Item No.	Description	Unit	Estimated Quantity	Bid Unit Price	Bid Price
Site Preparation					
	Clearing and Grubbing	AC	6	\$2,000.00	\$12,000.00
Parking Areas					
	Aggregate Subbase #2A, 6" Depth	SY	2400	\$11.00	\$26,400.00
	Asphalt Paving	SY	2400	\$45.00	\$108,000.00
	Wheel Stops	EA	4	\$200.00	\$800.00
	Line Striping/ADA Symbol	LS	1	\$2,500.00	\$2,500.00
	ADA Parking Sign with Post	EA	4	\$500.00	\$2,000.00
	Entry and Directional Signage	LS	1	\$800.00	\$800.00
Nature Playground					
	Playground Equipment and Materials	LS	1	\$250,000.00	\$250,000.00
	Bench	EA	5	\$600.00	\$3,000.00
	Wood Fence	LF	720	\$22.50	\$16,200.00
Picnic Areas					
	Shelter Kit 24'x40' and Installation	EA	3	\$45,000.00	\$135,000.00
	Concrete Pad	SY	320	\$90.00	\$28,800.00
	Concrete Walk (6' wide)	SY	593	\$90.00	\$53,370.00
	Picnic Table	EA	18	\$800.00	\$14,400.00
Utilities					
	Restroom - Precast	LS	1	\$65,000.00	\$65,000.00
	Water Line Installation	LF	50	\$65.00	\$3,250.00
	Sanitary Sewer PVC Pipe Installation	LF	170	\$35.00	\$5,950.00
	Sanitary Sewer Manhole Installation	EA	1	\$2,500.00	\$2,500.00
	Sanitary Sewer Interior Drop Connection Installation	LS	1	\$5,000.00	\$5,000.00
	Storm Sewer Inlets and Piping	LS	1	\$15,000.00	\$15,000.00
	Electric Line and Box Installation	LS	1	\$20,000.00	\$20,000.00
	Entry Drive Light Installation	EA	4	\$5,500.00	\$22,000.00
	Restroom and Pavilion Light Installation	EA	4	\$7,500.00	\$30,000.00
Fishing and Boating Area					
	Accessible Fishing Pier with Rail	SF	3800	\$65.00	\$247,000.00

Estimate of Probable Construction Costs for Porters Cove (2)

Item No.	Description	Unit	Estimated Quantity	Bid Unit Price	Bid Price
Dog Park					
	Chain Link Fence, 6' high with gates	LF	700	\$20.95	\$14,665.00
	Waste Station	EA	2	\$1,200.00	\$2,400.00
	Bench	EA	2	\$600.00	\$1,200.00
	Picnic Table	EA	2	\$800.00	\$1,600.00
Trail (IN-KIND)					
	Geotextile	SY	3600	\$0.99	\$3,564.00
	Limestone Road Improvements	Ton	1160	\$23.00	\$26,680.00
	Nature Trail, 4' wide	SF	2450	\$5.00	\$12,250.00
	Bench	EA	3	\$600.00	\$1,800.00
Plant Material and Installation					
	Landscape Plantings	LS	1	\$15,000.00	\$15,000.00
	Woodland Restoration Area	LS	1	\$5,000.00	\$5,000.00
	Riparian Buffer	LS	1	\$15,000.00	\$15,000.00
Erosion Control					
	Erosion Control	LS	1	\$20,000.00	\$20,000.00
Design and Construction					
	Engineering, Permitting and Final Design Services	LS	1	\$118,812.90	\$118,812.90
	Contingency and Mobilization	LS	1	\$118,812.90	\$118,812.90
TOTAL					\$1,425,754.80

Creekside Property

The Creekside property is a potential land dedication to be made by a developer associated with a future planned residential development. The property is advantageous in terms of the Township's recreation and trails plan, as it is located on a proposed trail route between Seneca Valley Middle/High School and the proposed Reservoir property park and sports fields.

There are a number of unique features on or adjacent to the property. An existing walking trail, the Historic Harmony Trail, crosses through the southern and western portion of the property, linking historic landmarks within Harmony Borough to the Mennonite Meeting House, a National Historic Site located in Jackson Township. A number of historic farmsteads, dating back to the early 1800's are visible from the walking trail. This provides an exciting opportunity for cooperation between Jackson Township, Harmony Borough, and the Historic Harmony organization to provide recreation and interpretive activities on the site. Further, the property overlooks the Connoquenessing Creek and has the potential to provide access for fishing. Finally, the property has a number of wetland areas that lend themselves to conservation of natural resources and interpretive programming, with the opportunity to partner with local environmental organizations and the school district.

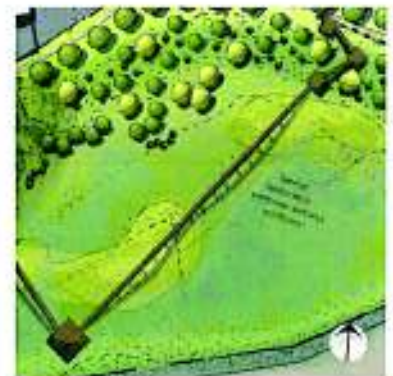


A small park area on the northern portion of the property proposes a playground, parking, trailhead and shelter. The asphalt parking lot, with a one-way entrance and exit onto Wise Road, provides the best access to the narrow level area of the park, as well as serving the existing Harmony Trail, which currently has no designated parking area. An asphalt trailhead and sign will define entry to the Harmony Trail, which does not have an existing connection at Wise Road.

A 7,300 square foot playground will accommodate equipment for both age groups 2-5 and 5-12 on a natural bark mulch surface. A natural wood post fence will provide a secure and attractive barrier to keep children safely away from Wise Road, parking, and the steep slope. The 20 x 40-foot picnic pavilion, with concrete pad floor is primarily for use by families visiting the trail and playground. It is unlikely to be desirable for event rentals, as no restroom is proposed for this site and level parking area is limited.

Development of an elevated wooden boardwalk and loop trail through the natural wetland areas will provide recreation for all ages in otherwise inaccessible steep slope and seasonally saturated areas. The wetlands, formerly planted as farm fields, provide ample opportunity for native vegetation restoration. The plan includes steep slope, native wetland border, and native wildflower planting areas.

Observation platforms and interpretive signage afford park users opportunities for bird watching, wildlife viewing, and observation of wetland restoration areas. At least one ADA accessible path will be provided to the central viewing platform.



Creekside property (cont)



Proposed improvements include enhancements to the existing trail to provide for an improved walking surface and trail experience. Water bars will be installed on steep slopes, and the eroded limestone trail surface repaired.

Proposed additions to the existing Harmony Trail include an ADA accessible trail, which will be accomplished by realigning the bend in the trail on the Harmony Borough end to meet slope requirements. This will extend the accessible portion of the trail to A future connection to the proposed residential development is planned to give new residents access to existing and proposed amenities. A biking and hiking trail (dashed line) to the proposed park at the Reservoir property is also proposed. Vegetated areas that were disturbed during construction on neighboring properties will be restored to native woodland.

The banks of the Connoquenessing along the southern border of the site are too high and steep to allow general recreation access, but a clearing at a bend in the Harmony Trail provides an ideal location for a proposed elevated wooden pier with wooden rail for fishing and observing the river. Because there is no vehicular access at this point in the trail, a small shelter and hike-in picnic area is proposed.

Coordination with Harmony Borough, which owns the eastern end of the Harmony Trail, will be necessary to ensure that accessibility and site furnishings are consistent for the portion of the trail bordering the Connoquenessing. Several existing benches on the Harmony Borough and Jackson Township portions of the trail are not accessible from the trail.



The proposed development plan is on the next page, followed by the Estimate of Probable Construction Costs.

Proposed site sketch plan for Creekside property



Estimate of Probable Construction Costs for Creekside

Estimate of Probable Construction Costs Creekside Park and Harmony Trail Jackson Township

R002302.0004

Date: July 5, 2017



Item No.	Description	Unit	Estimated Quantity	Bid Unit Price	Bid Price
Parking Area					
	Aggregate Subbase #2A, 6" Depth	SY	850	\$11.00	\$9,350.00
	Asphalt Paving	SY	850	\$45.00	\$38,250.00
	Wheel Stops	EA	1	\$200.00	\$200.00
	Line Striping/ADA Symbol	LS	1	\$1,000.00	\$1,000.00
	ADA Parking Sign with Post	EA	1	\$500.00	\$500.00
	Entry and Directional Signage	LS	1	\$600.00	\$600.00
Playground and Shelter					
	Playground Equipment	LS	1	\$75,000.00	\$75,000.00
	Surfacing Material - Rubberized Tiles	SF	1600	\$12.00	\$19,200.00
	Shelter Kit 20'x30' with Installation	EA	1	\$32,000.00	\$32,000.00
	Concrete Pad	SY	67	\$90.00	\$6,030.00
	Picnic Table	EA	6	\$800.00	\$4,800.00
	Charcoal Grill	EA	2	\$600.00	\$1,200.00
	Wood Fence	LF	600	\$22.50	\$13,500.00
Picnic Grove					
	Shelter Kit 16'x16' with Installation	EA	1	\$19,000.00	\$19,000.00
	Concrete Pad	SY	32	\$90.00	\$2,880.00
	Picnic Table	EA	5	\$800.00	\$4,000.00
	Bench	EA	2	\$600.00	\$1,200.00
	Fishing pier with rail	LS	1	\$200,000.00	\$200,000.00
Trail (IN-KIND)					
	Geotextile	SY	600	\$0.99	\$594.00
	Limestone Trail Installation (6' wide)	Ton	260	\$23.00	\$5,980.00
	Limestone Trail Repair with erosion control	Ton	126	\$23.00	\$2,898.00
	Wood Construction Walkway with Stairs and Rail	SF	4060	\$65.00	\$263,900.00
	Wood Construction Platform with Rail	SF	400	\$65.00	\$26,000.00
	Concrete pad & walk for ADA bench	SY	10	\$90.00	\$900.00
	Bench	EA	1	\$600.00	\$600.00
Plant Material and Installation					
	Playground and Parking area plantings	LS	1	\$10,000.00	\$10,000.00
	Steep Slope planting	LS	1	\$10,000.00	\$10,000.00
	Woodland restoration	LS	1	\$6,000.00	\$6,000.00
	Wetland edge plantings and wildflower area	LS	1	\$3,000.00	\$3,000.00

Estimate of Probable Construction Costs for Creekside (2)

Item No.	Description	Unit	Estimated Quantity	Bid Unit Price	Bid Price
Stormwater					
	Stormwater management and BMP	LS	1	\$80,000.00	\$80,000.00
	Storm Sewer Type M Inlet Installation	EA	1	\$2,000.00	\$2,000.00
	Underdrain, Perforated Plastic, 4"	LF	144	\$8.00	\$1,152.00
	Storm Sewer 12" HDPE Pipe/Perforated Pipe Installation	LF	150	\$55.00	\$8,250.00
	Storm Sewer Yard Drain Installation	EA	1	\$625.00	\$625.00
Erosion Control					
	Erosion Control and maintenance	LS	1	\$15,000.00	\$15,000.00
Contingency and Mobilization					
	Engineering, Permitting and Final Design Services	LS	1	\$78,560.90	\$78,560.90
	Contingency and Mobilization	LS	1	\$78,560.90	\$78,560.90
TOTAL					\$1,022,730.80

1 Develop facilities that will meet the needs of all residents within the region			
Implementation Strategies			
Responsible Partners		Potential Funding	Potential Cost
Prepare for the development of Jackson Township's new recreation facilities			
1.1	Coordinate plans to meet the future needs of each municipality		
	Council/Commissioners, Regional Rec Board, Director & Twp Manager	N/A	Staff time
1.2	Acquire and develop the Reservoir Property as a soccer complex, with additional amenities as indicated on the site plan (page 2.13)		
	Township Commissioners & Manager	Grant, Twp budget	\$3.9 million
1.3	Develop Porters Cove according to the proposed site plan (page 2.19)		
	Township Commissioners & Manager	Grant, Twp budget	\$1.5 million
	i. Coordinate development of canoe/kayak launch with Wild Waterways Conservancy		
	Township Manager	Grant	Based on scope
	ii. Acquire or lease additional adjacent parcels		
	Township Commissioners & Manager	Grant, Twp budget	Based on agreement
1.4	Identify and acquire additional park property that fulfills known recreation needs		
	Township Commissioners & Manager	N/A	Staff time
	i. Develop additional, lighted athletic facilities including soccer, baseball, and softball fields and publicly available courts		
	Regional Rec Board & Twp Manager	Grant, Sponsors	Based on scope
	ii. Ensure adequate ballfields are available for the Athletic Association's future needs		
	Regional Rec Board & Twp Manager	Grant, Sponsors	Based on scope
	iii. Ensure adequate open space is available		
	Council/Commissioners, Manager & Developers	Grant, Developers	Based on scope
	iv. Prioritize park land that adds to the trail network		
	Council/Commissioners, Regional Recreation Board & Township Manager	Grant	Based on scope
	v. Coordinate with the nursing facility on Evergreen Mill Road for possible use of floodplain property		
	Township Manager	Partnerships	Based on scope
	vi. In coordination with school district, plan for future use of Ehrman Road property		
	Township Manager	N/A	Staff time
1.5	Ensure that all new facilities and amenities are ADA compliant		
	i. Design all routes to be accessible		
	Director and Staff	Grant	Based on scope
	ii. Provide accessible picnic tables in all pavilions		
	Director and Staff	Grant	\$800 each
	iii. Ensure accessible parking spaces include proper surface markings and signage		
	Director and Staff	Grant	\$1,500 each

Implementation Matrix | Park Facilities Planning (2)

park facilities planning

Sustain the quality of existing recreation facilities , and plan for increased level of use			
2.28	1.6	Coordinate development of the Harmony Trail between Harmony Borough and Jackson Township i. Develop a small parking area at the entrance to the Harmony Trail Regional Rec. Board, Harmony Park Board	Grant, Boro budget \$30,000 - \$50,000
		ii. Repair eroded areas of the Harmony Trail Regional Rec Board, Harmony Park Board	Grant, Twp budget \$2,900
		iii. Improve accessibility of the Harmony Trail in accordance with the ADA Regional Rec Board, Harmony Park Board	Grant, Boro budget \$1,500 - \$3,000
		iv. Plan for future development of the Harmony Trail in accordance with the Creekside site plan (page 2.24) Regional Recreation Board, Harmony Park Board, Township Manager	Grant, Sponsors \$ 1.1 million
	1.7	Construct a maintenance facility with office in Community Park Community Park Association	Grant, Budget \$300,000
	1.8	Construct the skate park in Community Park Council, Community Park Association, Director	Grant, Sponsors, Borough budget \$700,000 - \$800,000
	1.9	Consider constructing a community center at Community Park to serve the programming and facility rental needs of the region Council, Director, Regional Rec Board, Community Park Association	Grant, Sponsors \$2 - \$3 million
	1.10	Ensure all existing facilities are ADA compliant. See park inventory in Appendix A. Director, Harmony Board & Staff	Grant Based on scope
	1.11	Coordinate park signage i. Provide adequate wayfinding signage in each park Council/Commissioners, Director, Harmony Board & Community Park Association	Twp/Boro budget \$300 - \$3,000 per sign
		ii. Ensure required signage is displayed at all playgrounds Director, Harmony Board, Community Park Association & Staff	Twp/Boro budget \$150 - \$300
	1.12	Coordinate park equipment i. Install trash receptacles with domes to improve park aesthetics Director, Harmony Board, Community Park Association & Staff	Borough budget \$300 - \$700 each
		ii. Install swing/slide mats under appropriate facilities to decrease maintenance and increase safety Director, Harmony Board, Community Park Association & Staff	Borough budget \$200 - \$500 per mat
		iii. Install an adequate number of dog waste stations in parks and along trails where dogs are permitted Director, Harmony Board, Community Park Association & Staff	Borough budget \$150 - \$300 each

2 multi-municipal trail network

GOALS

Plan local and regional trail networks
Preserve open space

In the community engagement phase of this plan, residents and stakeholders overwhelming identified a need for greater multimodal connectivity, especially hiking trails and regionally connected cycling routes. Participants reported that roads through Zelienople, Harmony, and Jackson Township are already used by many cyclists to access regional trails and recreation areas. The following additions and improvements to trails are recommended to allow more residents to enjoy the wealth of natural and cultural features that make these municipalities a desirable place to live.

A well-planned, interconnected trail network can make a community a more desirable place for both residents and businesses. Trails add value by providing outdoor recreation, and can help a municipality attract families, active younger populations, or seniors seeking an active lifestyle. Many health benefits and positive economic impacts have been documented in communities that invest in well-planned trail networks (<http://www.americantrails.org/resources/benefits/index.html>). In addition to providing recreation opportunities such as hiking and biking, a trail network affords greater access to destinations such as local parks, as well as regional recreation sites.

This section includes recommendations for (1) Trail Network Planning, and (2) Trail Design Considerations. These recommendations are proposed to assist municipal planners and private developers in producing the best result for all stakeholders.

Analysis

There are some challenges that affect the viability of a trail system in Jackson Township. Difficult terrain with steep slopes, streams, and wetlands can limit route choices and make trail building more expensive. Crossings of main highway corridors can also have high construction costs and regulatory challenges, and must be intentionally designed to ensure they are safe for automobiles, bicycles, and pedestrians. With Route 19 and Interstate 79 dividing the Township, planned trail crossings are a crucial part of regional trail planning. Finally, development is rapidly occupying open land and fragmenting woodland and farmland in Jackson Township.

All of these challenges can be mitigated by adopting a multi-municipal trail route plan now, in the early stages of Jackson Township's development, and including some of these trails in the Township's official map. Working with partners, to include private developers and PennDOT, can help defray costs to the municipalities by combining trail-building with other projects. Grants and other funding sources are available for multimodal transportation projects, as well as for riparian buffer enhancements that may be constructed along with trails. Jackson

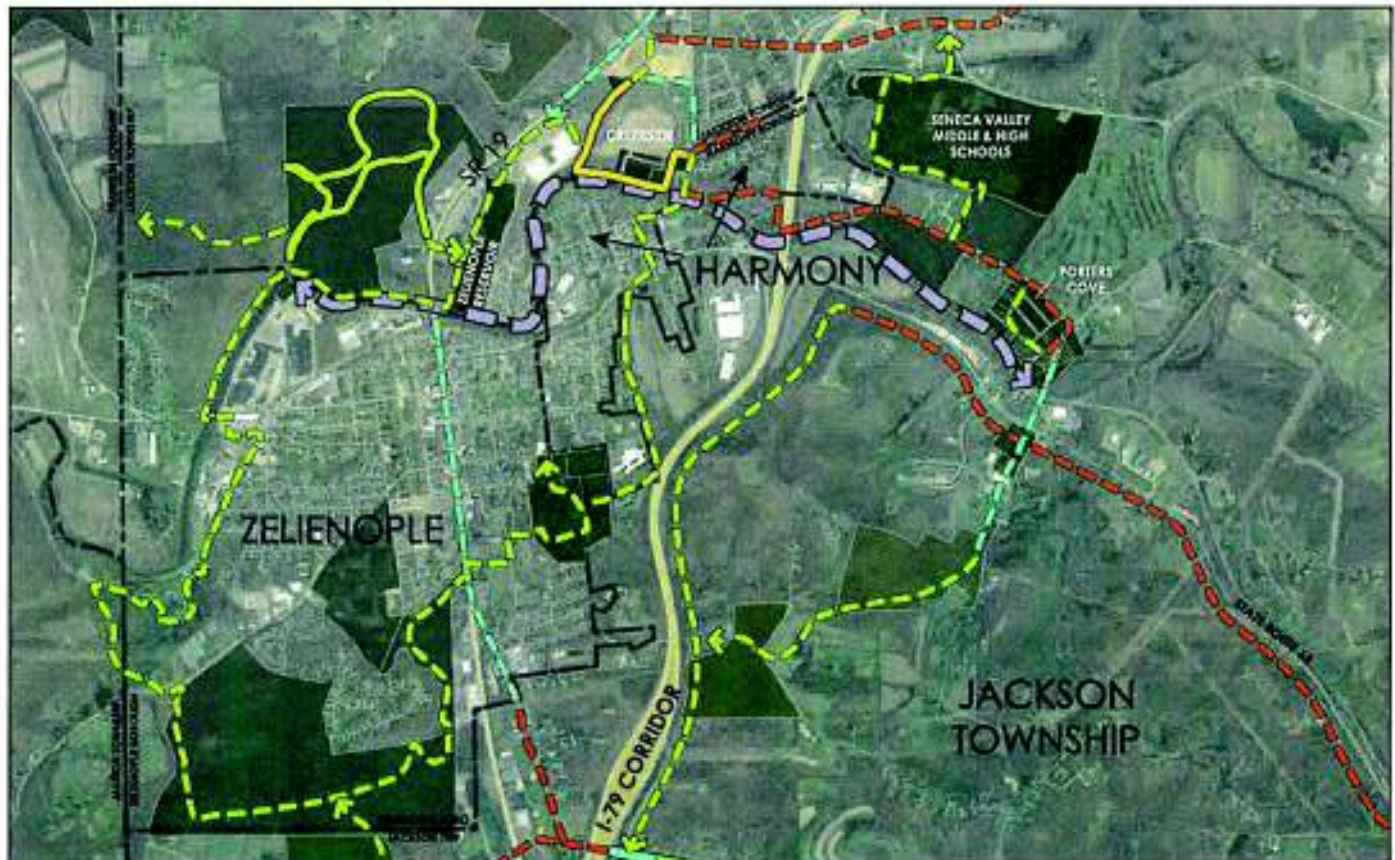
Township has already had success with funding the Park and Ride trail network, and multimodal enhancements at Route 19 and Tollgate School Road. Finally, municipalities can minimize costs by continuing to construct trails incrementally according to the proposed plan, and in coordination with ongoing road construction or maintenance projects.

Adopting a trail plan now will help the Township identify connected open spaces to be preserved for recreation and resource conservation. Prioritizing connectivity in order to implement a regional trail network dovetails with open space conservation efforts, in that trails, stream corridors and greenways can be planned to simultaneously achieve both goals.

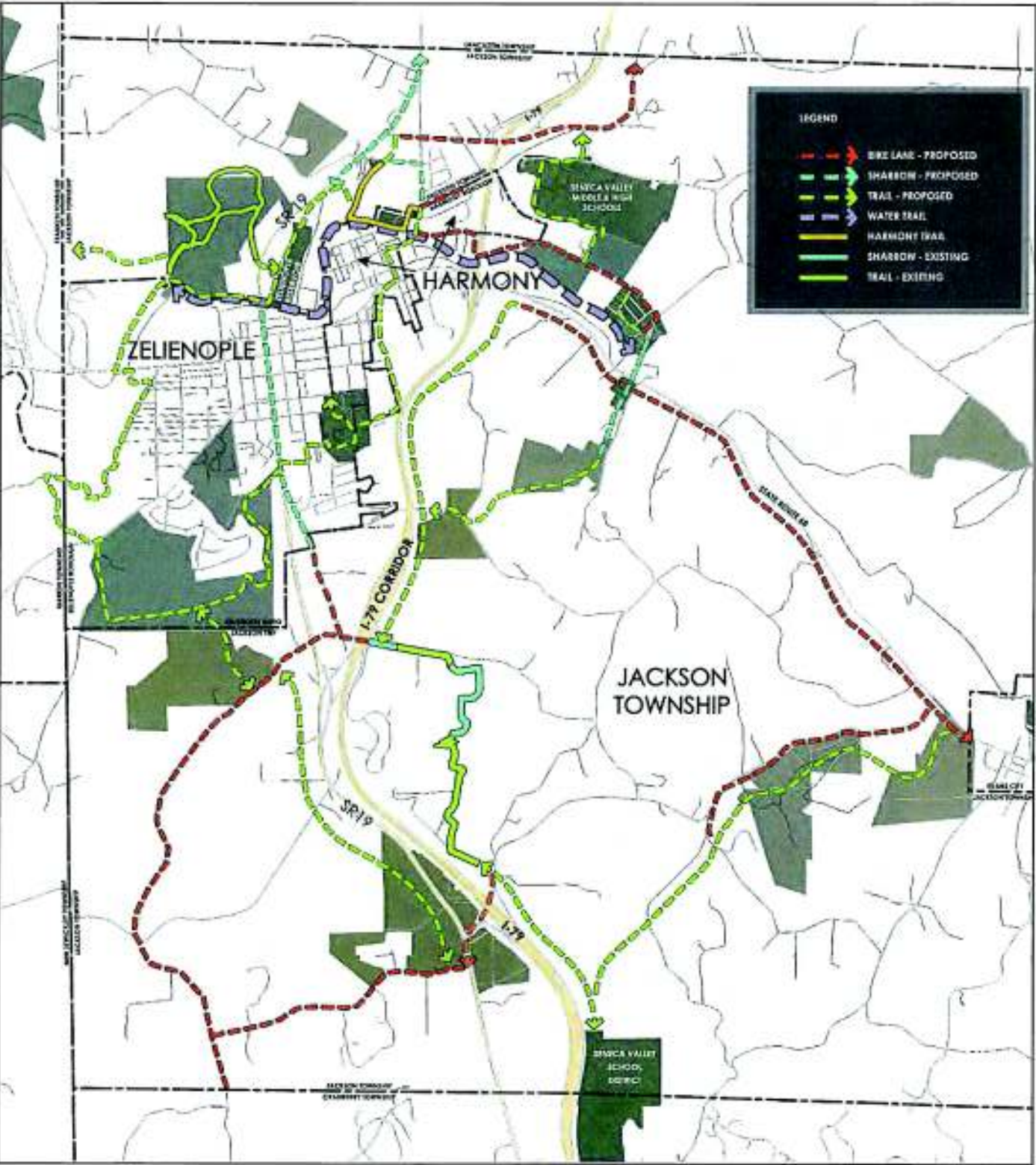
Trail Network Planning

The proposed trail plan aims to provide connections to local recreation and public land, including the three new park properties proposed in this plan, as well as Seneca Valley School District property. From the south, bike lanes on Gudekunst Road connect Cranberry Township's Brush Creek Trail to the multimodal crossing at Route 19 and Tollgate Road. A north-south corridor is proposed for both sides of Interstate 79, along Route 19 to the west and using off-road trails on the opposite side of the interstate. A loop trail around Zelenople and part of Harmony Borough links several small parks and the Connoquenessing Creek. North of the boroughs, the existing Harmony Trail, with an improved surface, and the former Ecologically Concerned of Zelenople (ECOZ) unimproved trail, can be accessed. The Township has received a grant to extend a trail network from the Park and Ride to Tollgate School Road and to Zelenople via Perry Way. Monies are programmed for 2018.

Multi-municipal Trail Network Proposed Map (Detail)



Multi-municipal Trail Network Proposed Map



Trail Design Considerations

The Jackson Township Trail System plan incorporates the following recommended trail types:

Bike Lane a portion of roadway that has been designated for preferential or exclusive use by bicyclists by pavement markings and, if used, signs. Recommended minimum width for one-way travel is five feet. A paved shoulder of at least four feet can be an acceptable bicycle facility, but should be upgraded to a five-foot, marked bike lane as road construction and maintenance occurs.



Example of bike lane markings



Example of a buffered bike lane

Buffers should be included wherever possible and practical, but especially where heavy bicycle or vehicular traffic is expected. Design of the bike lane proposed for State Route 19 must be coordinated with Cranberry Township and PennDOT.

Sharrow a pavement marking symbol that indicates an appropriate bicycle positioning in a roadway used by both motorized vehicles and bicycles. Markings may be at the center or side of the lane. Recommended markings occur every 250 feet on roads with a speed limit of 35 mph or less.



A sharrow placed sufficiently away from parked cars to protect cyclists from opening car doors



Typical sharrow markings depicting two-way bicycle traffic

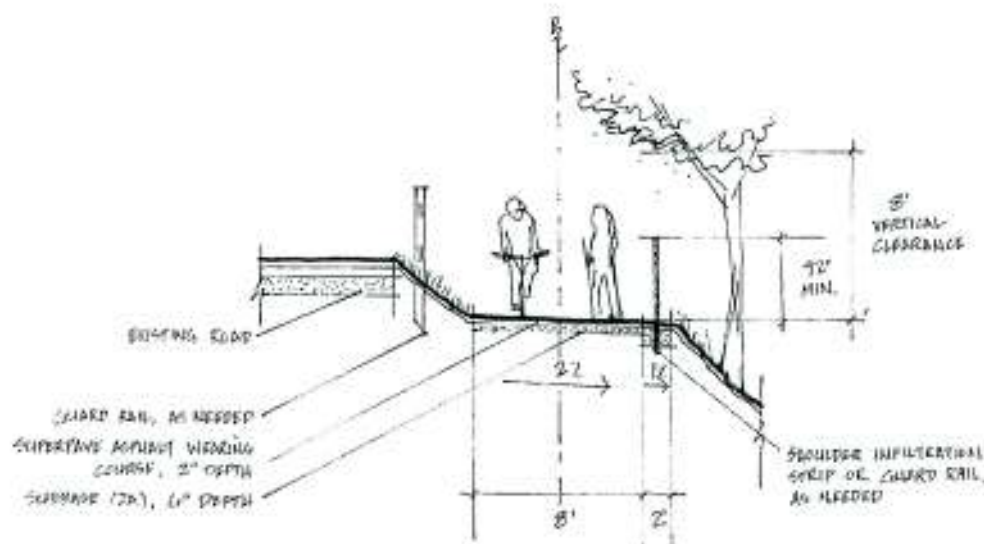
Trail a bikeway or multi-use path physically separated from motor vehicle traffic by an open space or barrier. A trail usually accommodates two-way traffic and may or may not be part of the right-of-way of a road. Recommended minimum width for a shared use trail is ten feet.



Paved trail below road grade, with rail



Paved trail separated by grass strip, in road right-of-way



Typical multimodal trail in road right-of-way, separated from vehicular traffic by grade and structure

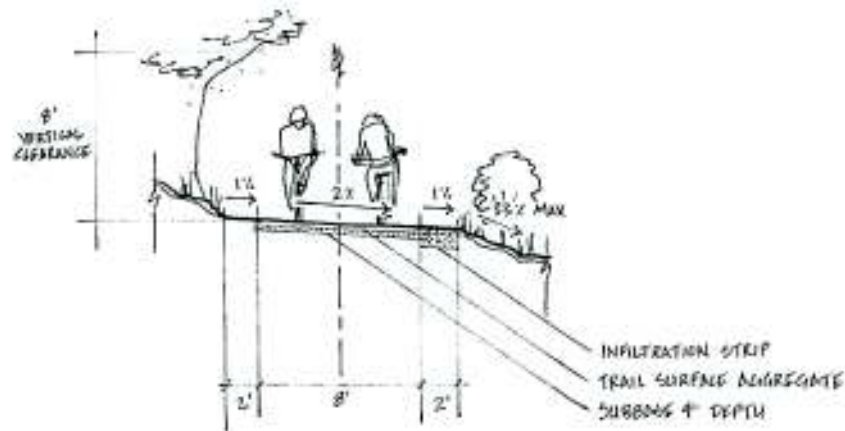
A trail running alongside a road can be separated from vehicular traffic by a planted strip, a grade change, and/or objects such as bollards, rails, or reflectors. The decision should be based on safety and feasibility in each situation.



Permeable pavement trail in park



Aggregate trail outside road right-of-way



Typical multimodal trail with aggregate surface

Special use trails Interpretive trails and historic trail routes like the Harmony trail should receive special consideration. It may be desirable for trail designers to choose dimensions and materials that impart a unique character, or to restrict access to bicycles, equestrian traffic, etc. in order to improve the hiking or pedestrian experience.



A boardwalk provides access to natural and cultural features



A narrow walking path with sand surface

(Reference: AASHTO Guide for the Development of Bicycle Facilities, 4th edition, 2012; and Ohio Manual of Uniform Traffic Control Devices, 2012 edition)

To incorporate other considerations or accommodate other modes of transportation in the future (e.g., cross country skiing), planners can find the Forest Service National Design Parameters in the reference section of the Trail Fundamentals website (<https://www.fs.fed.us/recreation/programs/trail-management/trail-fundamentals/index.shtml>).

Design Considerations

Surface – The selected surface material must consider the targeted trail user, mode of transportation and level of difficulty. Consider which trails need to be accessible; when a non-slip surface is necessary; when a more natural feel is most appropriate; maintenance costs over the lifespan of the surface, etc. Aggregate trails should not be installed on steep slopes or in floodplains. If aggregate surfaces must be used on steep slopes, install water bars across the trail at the time of construction.

Edge protection – Low forms of edge protection are not recommended for bicycle traffic. Rails should be at least a 42 inches high so riders cannot flip over the rail.

Trailheads – Trailheads are the primary public access points of a trail, and should be designed differently than other access points, such as trail connections within neighborhoods. Trailheads should be constructed at the beginning and end of trails, as well as at points along the trail where there might be a large concentration of users. Trailheads should provide access for users of many skill levels and abilities. Trailheads should include identifying signage, a parking area and trail map. They may also offer bike racks, restrooms, a water source, or picnic facilities.

Rest areas – Rest areas are small level areas with seating and an area to place a bicycle or other vehicle. They should be offered throughout the trail, but are most important where grades are especially long or steep. Rest areas are suggested at intervals of one half-hour of travel time, depending on the modes of travel (Reference: "Bikeway and Trail Design Standards and Planning Guidelines," Frederick County Department of Parks and Recreation, Frederick County, Maryland).

The implementation matrix, below, is an action-oriented tool. It is included below to aid in planning and implementation of the Multi-municipal Trail Network. It itemizes and prioritizes the recommendations in the preceding chapter, and provides suggested partners and funding information to expedite the execution of the trail plan.

2 Develop a comprehensive, interconnected multi-modal trail system throughout the region			
Implementation Strategies			
	Responsible Partners	Potential Funding	Potential Cost
2.1	Adopt a regional trail plan (page 2.31)		
	i. Township and Boroughs approve conceptual trail routes as presented in this plan, or comparable alternative routes		
	Township & Borough Staffs	N/A	Staff time
	ii. Continue to work with existing regional planning group to ensure proposed Township and Borough trails connect with trails planned by Cranberry, Adams, Pine, and Marshall Townships		
	Township Manager & Staff	N/A	Staff time
2.2	Add priority trail routes and connections to the official map of each municipality		
	Township Staff	N/A	Staff time
2.3	Design and build multimodal trails that include hiking, biking, mountain biking, and cross country skiing wherever possible		
	Developers, Regional Rec Board, Zelienople Director, Township Manager	Developers, Partnerships, Grant	Based on scope, Developers
2.4	Identify opportunities to coordinate trail construction with other projects to maximize efficiency		
	i. Work proactively with developers to use land dedication strategically as an opportunity to build the trail network		
	Commissioners, Manager, Developers	Grant, Developers	Based on scope
	ii. Incorporate trail building and maintenance into municipal road improvement plans		
	Borough/Township Manager	Grant, Budget	Based on scope
	iii. Widen paved shoulders to be used as bike lanes to at least five (5) feet, or ten (10) feet for a two-way trail		
	Borough/Township Manager	Grant, Budget	\$9,000 - \$50,000 /mi
	iv. Coordinate with PennDOT to add trail connections or bike lane construction on planned/ongoing projects		
	Borough/Township Manager	Grant, Budget	Based on scope
	v. Use trail corridors/projects to enhance watershed protection, stream buffering, preservation of open space, flood mitigation, and steep slope protection		
	Borough/Township Manager	Grant	Based on scope
	vi. Plan trailheads and rest areas in coordination with facilities that provide public parking, utilities, etc.		
	Borough/Township Manager	Grant, Budget	Based on scope

Implementation Matrix | Multi-municipal Trail Network (2)

2.5	Develop local trail connections		
	i. Construct the Zellenople Loop Trail		
	Zellenople Commissioners, Director	Grant, Budget	Based on scope
	ii. Plan for trail crossing opportunities along State Route 19 and Interstate 79 to maximize connectivity		
	Council/Commissioners, Regional Rec Board, Director & Township Manager	Grant, Budget	Based on scope
	iii. Include trail connections in any new or renovated park properties, and existing trails e.g. ECOZ		
	Regional Rec Board, Director, Township Manager, Harmony Board & Partners	Grant, Boro/Twp budget	Based on scope
	iv. Work with the school district to add bike lanes to Little Creek Road improvement plans		
	Township Manager, SVSD	Grant, Twp budget	\$9,000 - \$50,000 /mi
	v. Coordinate with the school district to construct a one-lane bridge over the Connoquenessing Creek via the nursing home property on Evergreen Mill Road		
	Commissioners, Twp Manager, SVSD	Grant, Twp budget	\$200,000 plus engineering fee
	vi. Link recreation and commercial centers and points of interest in Jackson Township, Zellenople and Harmony		
	Council/Commissioners, Director, Twp Manager	Grant, Boro/Twp budget	Based on scope
2.6	Plan for connections to regional destinations		
	i. Work with surrounding municipalities and counties to locate trail connection opportunities		
	Council/Commissioners, Director, Twp Manager, Neighboring Communities	Grant, Boro/Twp budget	Based on scope
	ii. Pursue connecting routes to North Country Trail, Rachel Carson Trail, Brush Creek Trail, and Hereford Manor		
	Council/Commissioners, Director, Township Manager & Partners	Grant, Boro/Twp budget	Based on scope
2.7	Designate the Connoquenessing Creek as an official water trail. Work with Wild Waterways Conservancy and Allegheny Aquatic Alliance to:		
	i. Acquire new public launches		
	Regional Recreation Board, Director, Township Manager & Partners	Grant, Boro/Twp budget	\$25,000 - \$300,000
	ii. Improve existing launches		
	Regional Recreation Board, Director, Township Manager & Partners	Grant, Boro/Twp budget	\$25,000
	iii. Market the water trail		
	Regional Recreation Board & Partners	Grant, Sponsors	Based on scope

multi-municipal trail network

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cooperative efforts and the regional recreation board

GOALS

- ☐ Initiate cooperative efforts between Jackson Township, Zellenople and Harmony Boroughs to efficiently provide the best quality recreation for all residents of the region
 - ☐ Develop local partnerships to provide robust recreation facilities and programs
-

Jackson Township, Zellenople and Harmony Boroughs share the desire to improve recreational facilities and programming in the area. The current relationship between the municipalities has already proven beneficial to their residents. Several projects under consideration would be facilitated by closer and more formalized cooperation between these municipalities. For example, the regional trail network or the construction of a community center would benefit from shared resources, and a level of coordination above and beyond the working relationship that has thus far been developed.

Individuals, communities and businesses are beginning to realize the valuable benefits of recreation and active living and how this can be enhanced through partnerships. Partnerships among local governments allow each municipality to offer more valuable service and a greater variety of recreation to each municipality's residents, providing all with a greater quality of life. The value for individuals includes: health benefits, stress reduction through relaxation and a sense of belonging, life-long learning, self-discovery through achievement, and cultural growth.

Developing cooperative partnerships is one of the most beneficial ways to provide a variety of programs and facilities for the community. Partnerships have always been a part of the park and recreation field. However, it is only recently that partnership has become an imperative in the provision and management of recreation. Municipalities can partner with other government agencies, for-profit enterprises and non-profit associations. Individuals, communities, and businesses are beginning to realize the valuable benefits of recreation and active living, and the value of partnerships in providing them. The resulting coordinated and collaborative initiatives can maximize opportunities for each of the stakeholders.

The development of partnerships in the region should include the following elements:

- ☐ They are voluntary.
- ☐ The parties involved contribute a wide variety of resources.
- ☐ The partnership is based on common goals.
- ☐ There should be an ongoing and close relationship between the partners.
- ☐ There remains openness for working together.

Regional Recreation Board

Jackson Township, Harmony Borough and Zellenople Borough have cooperated in various shared services over the years. Residents from each of the communities have considered Zellenople Community Park as a regional asset and taken advantage of the many facilities in the park.

A safe, livable, and sustainable community, economy and environment provide benefits that transcend a municipality's borders. A strong municipality is further enhanced when its neighbors are strong as well. To this end, Jackson Township, the Borough of Zellenople, and the Borough of Harmony should continue to increase cooperation in the provision and management of recreation facilities and programming, and in the construction of a regional trail network.

Therefore, *it is recommended that these communities develop a cooperative agreement, in the form of a Regional Recreation Board*, to jointly administer parks and recreation. The Regional Recreation Board has been a very effective and cost saving method to administering recreation in many communities throughout the state.

A Regional Recreation Board must include representation from each of the municipalities and the school district. Each municipality retains its autonomy, via its own association or recreation board. Each municipality retains control and maintenance of its own facilities and equipment. The primary task of the Regional Recreation Board would be to coordinate between municipal recreation entities and the school district to ensure that quality recreational programs and facilities are available for residents of all three communities.

Choosing the right type of multi-municipal partnership

The type of regional organization created under a multi-municipal agreement can vary according to the needs of the member municipalities and school district. Following is a short summary of the enabling legislation and examples of other Pennsylvania multi-municipal cooperative organizations. Together these provide a useful framework for Zellenople, Harmony, and Jackson Township to begin discussions necessary to develop a Regional Recreation Board.

Pennsylvania's Intergovernmental Cooperation Law (Act 177) enables municipalities to enact written agreements. The terms of such an agreement are whatever is negotiated between the participants, subject to the requirements of the law. The type of agreement that is recommended in this plan is a *joint agreement*, wherein partners cooperatively support a separate entity that serves all members. The scope of this entity - a Regional Recreation Board or commission - is entirely subject to agreement by all of its members. The Board has no taxing authority and does not have the responsibilities or powers of a Joint Authority (Municipality Authorities Act of 1945, amended in 2001). Under the initial Joint Agreement, it is recommended that:

- Members maintain ownership of their facilities and equipment; municipalities may arrange equipment-sharing on a case-by-case basis
- Members maintain responsibility for maintenance and development of their own facilities; sharing of maintenance may be arranged on a case-by-case basis
- Members maintain their own funding structures (e.g. Community Park Association and Jackson Township CDC)
- Programming and marketing are coordinated through the Regional Recreation Board
- Recreation planning, especially concerning trail networks and large facilities such as a Community Center, is conducted through the Regional Recreation Board

When beginning new multi-municipal cooperation efforts, it is best to start small. Existing cooperation on this plan and in Community Park provide a good basis for cooperative efforts to grow. When all partners are ready to move forward in creating a Joint Agreement, The Regional Recreation Board must be established by a written agreement outlining the Board's initial responsibilities and scope. The initial agreement may authorize a Board with limited scope, but should be flexible enough to accommodate additional cooperative efforts in the future. The Board's responsibilities and limits should be addressed regarding: development and usage of existing and future facilities, programming, financial responsibilities, future cooperative grant and foundation funding potential, trail development and maintenance, public relations and marketing efforts, and potentially the future representation of other surrounding communities on the board.

A useful resource for establishing this initial level of cooperation is the DCNR Peer-to-Peer Program. Peer-to-Peer provides technical assistance, as well as grants up to \$10,000, to encourage municipal cooperation.

One of the best ways to set up a successful partnership is to evaluate similar partnerships that have been successful. "Multi-Municipal Cooperation for Recreation and Parks" lists forty (40) agencies in Pennsylvania that have successfully administered recreation for many years. Some entities that may inform Zellenople, Harmony, and Jackson Township's cooperative efforts are:

West Shore Recreation Commission (<http://wsrec.org>) is an organization of six municipalities with a Board of Representatives focused on the provision and marketing of recreation programming and services. It coordinates use of the school district's natatorium facility between its member municipalities. It is a good example of a limited scope of cooperation between municipalities.

Stroud Region Open Space and Recreation Commission (<http://www.srosr.org/aboutus.php>) was initiated to implement a 2002 joint recreation plan and help its members plan for their recreation resources. Members include three municipalities and two school districts. Today, the commission employs a recreation director, recreation coordinator, and one assistant to advance its mission of connecting the community with programs, trails and amenities. It is a good example of the level of cooperation that can be achieved in 15 years of existence, while still maintaining autonomy of its members.

Penn-Trafford Area Recreation Commission (<http://ptarc.org>) is a nonprofit, intergovernmental organization of four neighboring communities and the Penn-Trafford School District in Westmoreland County. It is a good example of how communities can leverage more extensive cooperation. The Commission maintains a director and two staff members, and coordinates:

- Programming
- Planning
- Grant writing/attainment
- Coordinates separate fundraising through a 501(c)3, Friends of PTARC
- Playground inspections and training procedures (reduces liability)
- Rec center operation & maintenance
- Marketing

Benefits of multi-municipal cooperation

So why should the municipalities in the region cooperate to provide recreational opportunities for the residents of the region? There are three major reasons: interdependence, effectiveness and economics.

Interdependence is imperative to the existence of the residents of each of the municipalities. Residents from each municipality regularly travel to the other municipalities for shopping, dining, banking, or for numerous other reasons, including participation in recreation programs at facilities in other communities. Residents are already taking advantage of recreation in neighboring municipalities, and increased cooperation can improve their opportunities. For example, in return for Jackson Township's annual contribution to Community Park, Township residents receive lower membership prices for the park's pool and reduced cost of pavilion rentals.

The effectiveness of municipal recreation services is increased when municipalities work together. Offering programs to a broader base of people increases the chance of having enough individuals interested to support each program. Generally associations, e.g. baseball or soccer, cross borders in their membership and facility use. Many skilled staff and instructors are needed to provide a diverse range of programs and activities. The opportunity to locate people with these diverse skills increases through a regional partnership.

The economics of a multi-municipal partnership, plus partnering with numerous other entities aids in cost savings by creating a greater efficiency in spending for recreational purposes. The economic benefits of the partnership are achieved by:

Stretching existing resources and accessing additional resources such as:

- o Staffing of recreation programs with a wider base of volunteers, instructors, and municipal staff. It provides more diversified personnel resource to draw from for program instructors.
- o Utilization of each entity's existing facilities can contribute to cost savings, and ease the burden of bringing new programs into the community.
- o Sharing of equipment needed to operate programs or maintain park facilities.
- o Reduce financial requirements in offering programs, and generate additional revenues.

Improved opportunities for receiving grants. Partnering with regional agencies is looked upon favorably by grant providers. Therefore, expounding on all related partnerships when writing a grant can increase the opportunity of receiving the grant.

Reduction in the duplication of services. Sharing selected facilities and equipment creates a cost savings for each community. This leaves more funding available for individual communities to provide a wider range of recreation opportunities for all residents.

Increased volunteer base. Partnering opens up many opportunities to tap into a greater number of volunteers and discover new talent resources.

Heightening the program's credibility and visibility. Through partnering with the municipalities, the programs and facilities available in the region would become more robust, more visible through greater marketing opportunities, and afford potential to achieve a larger attendance at programs and greater use of facilities.

Increasing viability of a Municipal-School partnership, when partner municipalities share a school district.

Fostering community relationships. Partnering in the region would aid in building community relationships by:

- o Increasing networking opportunities between the entities.
- o Developing new friendships.
- o Opening up opportunities for professional growth.
- o Obtaining a better understanding of how each entity functions and utilizing the most effective methods to administer the regional partnership. Each entity would have to agree to be fully open minded to achieve this goal and streamline the regional partnership.
- o Establishing one agency for the community contact for recreation services.

Setting up for success

There are many concerns that must be addressed when developing partnerships. However, these concerns can be overcome through proper planning of common goals and objectives. The following are recommendations to guide multi-municipal cooperation in Jackson, Zellenople and Harmony:

- A regional parks and recreation board is established.
- Consideration is given to hiring a regional parks and recreation director.
- An exit strategy is available, if an entity decides to leave the partnership.
- A strategy is outlined for other communities to become involved in the future, including communities from another county.
- A written agreement is developed, outlining
 - the mission of the regional partnership
 - its goals and objectives
 - the needs of the region
 - benefits to the community
 - projected outcomes
 - methods for resolving conflict

Additionally, there are several pitfalls that can hinder the development of a successful partnership.

Lack of communication is the biggest pitfall. Open channels of communication on a regular basis are needed to cooperatively develop the partnership. This is especially true at the beginning of the partnership before the participating entities gain a level of mutual trust. This may take time to develop through long open discussions, development of the agreement and the development of a set of by-laws for the regional partnership.

Each partner's sense of "jealousy." The partners must understand that they will maintain their autonomy while contributing to the success of the new agency.

Fear of change. This needs to be overcome, as only with change in the provision of quality recreational opportunities can improvement in the quality of life and economic growth be realized.

Lack of continuity. All key players in the development of the partnership must work to see the reality of the regional agency through to its fruition.

Unequal distribution of benefits and costs. This may occur in some instances depending on each entity's input and existing facilities. An upfront understanding of this can avoid future conflict. Each partner and their constituents must benefit in some way from the partnership.

Fortunately, all of these pitfalls can be overcome through proper communication between committed individuals. The benefits derived from the partnership will greatly outweigh the perceived negative outcomes.

Above excerpts and references from:
"Multi-Municipal Cooperation for Recreation and Parks" (2006) Susan E. Landes, Commonwealth of Pennsylvania DCNR
Management of Parks and Recreation Agencies (2005) Betty van der Smitten, Merry Moseichik, & Vern J. Hartenburg

Cooperative Community Partnerships

Developing cooperative partnerships is one of the most beneficial ways to provide a variety of programs and facilities for the community. Everyone benefits through these partnerships: the municipalities involved, the residents of the communities, and the organizations/businesses that join together to form the partnership to provide a wider range of facilities and program opportunities. As the communities continue to improve and further develop their park and trail systems, they should seek out interested parties that are willing to cooperate/coordinate to improve the quality of life for the residents of the region and to help bolster the economy.

In today's economy it is imperative to develop partnerships with other government agencies, for-profit enterprises, and non-profit associations. This was evident in the eleven key person interviews, where ten interviewees indicated that partnerships were very important and one indicated they were important. Cooperative efforts should be discussed with recreation providers in the area, businesses, and the schools. Most places are willing to partner in some way, possibly through advertising, financial help, use of facilities, or expansion of programs. These are all very important to the successful development of a quality park system and exceptional programs.

Municipal-School Partnership

Most of the successful multi-municipal recreation partnerships in Pennsylvania include the school district as a member of their cooperative entity. Currently the school district and the communities have very little involvement with each other. The school district's main coordination with the communities is shared use of some of the ballfields at Zellenople Community Park.

Seneca Valley School District is interested in coordinating efforts to develop a connection from Seneca Valley Middle and Senior High Schools to the proposed regional trail system. This connection would provide another ingress/egress route to and from the school property in case of an emergency. Additionally, the trail would provide the school the opportunity to utilize Porters Cove Park, which is within walking distance of the schools. Safety and security on school property is paramount in any partnership with the school district. A public-private partnership or other agreement with The Grove Nursing Home on the south bank of the Connoquenessing would be necessary to realize this project.

The school district is open to a variety of opportunities to partner with the communities to enhance recreation programming in the area including such things as: environmental education, senior projects for students, advertising, and potential use of facilities when available. The school has a wide variety of clubs that provide many recreation and educational opportunities for the students. Expansion of these clubs and potential utilization of the parks for the club activities could be explored. Also, coordination and provision for special needs programming could be explored.

Municipal-School relationships can open up many opportunities for the partner municipalities to offer a variety of programs utilizing school facilities. Developing such a relationship allows the municipality to offer programs using the school's gymnasium, cafeteria, auditorium, library, computer rooms, home economic rooms, art rooms, music rooms, shop areas and possibly class rooms. The opportunity also exists for using the schools exterior amenities such as the playgrounds, parking lots and field areas. This can be a win-win situation for the school and the municipality by providing facilities that the municipality would not otherwise have available to conduct programs and opening the schools to be used by the taxpayers in off hours.

Public-Private Partnerships

For-Profit Enterprises

Another advantage to developing a partnership to increase recreational opportunities in the region is the economic benefit. A quality regional recreation and park system attracts business relocation and expansion. These businesses provide jobs, while also attracting or retaining highly educated professionals to the area. Potential employees often decide where to live based on the leisure services provided in the community. Providing quality leisure services can further enhance the economy by attracting tourists, attracting retirees, and enhancing real estate values. Therefore, it is in the best interest of for-profit enterprises to partner in providing community recreation resources.

Area businesses can play an active role in a recreation partnership, although it may be more of an indirect rather than a direct role. Business donations can be used to enhance the recreational programs, which provide additional funding to add more activities and entertainment at events. In return the municipalities recognize these businesses at the events for their donations and sponsorships, providing them additional advertising. Zellenople Community Park Association and Friends of the Park have been very fortunate in establishing partnerships with area businesses helping to support the park.



INDIAN BRAVE CAMPGROUND

Indian Brave Campground, a provider of recreation programming in Jackson Township, has participated in sponsorship opportunities in the area. The owners are interested in continuing to be a vital part of the community and consideration would be given to discussions on how they could be further involved.

Pittsburgh-based union Steamfitters Local 449 recently constructed a new training facility in Jackson Township, across Wise Road from the potential recreation site at Creekside. The facility could potentially be rented, creating an opportunity for the municipalities or other recreation providers to expand indoor programming. This facility could be used to explore support for programs or events that might, in the future, be offered in a community center in the parks.

Steamfitters 449



Private for-profit businesses that provide recreation facilities or programs in the community are natural partners. In particular, Hartmann's Deep Valley Golf Course is a popular recreation amenity. Hartmann's owns undeveloped land in the floodplain adjacent to Porter's Cove. This land could be purchased or leased by Jackson Township for recreation use. Also, the staff at the golf course could partner with the municipality and/or the school district to offer golf instruction at their facility. This would expand the municipal/school program offerings and give Hartmann's a way to use the golf course facility during off-peak days of the week/seasons of the year. High school-age golf is also a good example of a program that could reach an underserved population: teens that are not interested in traditional team sports programs.



Hartmann's Deep Valley Golf Course, a business that provides valuable recreation opportunities in the community

Businesses that occupy key locations near existing or planned park property, or along the planned trail network, should also receive special consideration for partnership opportunities. An example of this is The Grove, a nursing facility that is across the Connoquenessing Creek from the Seneca Valley School District campus. Both the school and nursing facility have issues with access to their properties. A project suggested by Jackson Township staff for an emergency-use only vehicle bridge between the properties could provide the school district and nursing home with an impetus to partner with the Township or Regional Recreation Board - and provide a valuable link in the

planned trail network. In addition, undeveloped land in the floodplain owned by The Grove could potentially be developed as park property under a cooperative agreement.

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Community and Non-Profit Organizations



Partnering with non-profit organizations can be beneficial for both parties. The Zelenople Community Park Association has been serving the community since 1949, first as a private non-profit and then as an entity of Zelenople Borough. Now, a Friends of the Park organization drives fundraising for projects in the park. Today's Community Park, which continues to grow and develop to serve the needs of residents of Zelenople and surrounding communities, is evidence of the success of such cooperation.

Zelenople's experience could provide a model for the Jackson Township Community Development Corporation (CDC), a non-profit focused on economic growth and quality of life in the Township. The CDC provides an excellent partner to assist the Township in planning and funding recreation. Partnering with the CDC will allow Jackson Township to establish its recreation facilities through fundraising and community involvement. Such a partnership will advance the goals of both parties, by helping the Township through the initial phases of growing a recreation infrastructure that will improve the quality of life of all residents.



Community recreation keeps people connected, reducing alienation and loneliness while strengthening the larger community. Providing quality recreation in a community creates alternatives to self-destructive behavior, helps to prevent crime, and keeps children involved in positive activities. Parks and recreation benefit the local environment through the preservation of plants and wildlife, the protection of natural resources, enhancement of air, water and soil quality, and the provision of buffers, greenways and trails. Many non-profit organizations that share these goals can become valuable partners in providing community recreation.



BOY SCOUTS OF AMERICA



Girl Scouts.

Scouting groups have been in existence for over one hundred years and are very open to working with communities. Many scouts grow up to be community leaders through their volunteer efforts and early leadership opportunities. Partnering with both the Boy Scouts and the Girl Scouts can provide volunteer resources for park projects and programs. This relationship can help build quality individuals while enhancing recreation facilities and activities in the community.



Zelenople Community Park provides ballfields for Seneca Valley North Athletic Association to use. It is imperative to provide quality safe areas for this association and potentially future soccer fields for Seneca Valley North Soccer while maintaining a good working relationship with them. They provide a valuable service to the community through the programs they offer for the youth of the area. Partnering with these associations ensures continued sports programming. Future development in the parks, or other areas, will require an enhanced relationship with these organizations as new facilities and amenities become available for their use.

The implementation matrix, below, is an action-oriented tool. It is included below to aid in planning and implementation of the Regional Recreation Board. It itemizes and prioritizes the recommendations in the preceding chapter, and provides suggested partners and funding information to expedite the formation of the Board. On the following page is the implementation matrix for other cooperative partnerships.

3 Initiate multi-municipal efforts to maximize efficiency and effectiveness in administration of parks and recreation			
Implementation Strategies			
	Responsible Partners	Potential Funding	Potential Cost
3.1	Establish a regional Parks and Recreation Board (page 2.40)		
	Borough and Township Executives, Community Park Association	N/A	Staff time
	i. Develop a written multi-municipal agreement. Develop slowly with defined steps toward a strong foundation and mutual understanding ii. Establish a Board with representatives from Jackson Township, Zelenople Borough, Harmony Borough, and Seneca Valley School District iii. Establish the agreement as open-ended to provide for future facilities and potential inclusion of neighboring communities		

4 Develop strong partnerships to extend recreation capabilities and program offerings			
Implementation Strategies			
	Responsible Partners	Potential Funding	Potential Cost
4.1	Partner with the Zelenople Community Park Association Board to leverage opportunities, resources, and potential funding sources		
	Regional Rec Board, Director, Township Manager & Harmony Board	N/S	Staff time
4.2	Work closely with Seneca Valley School District to take advantage of shared resources, educational programming opportunities, and student involvement		
	Regional Rec Board, Director, Township Manager & Harmony Board	Grant, Boro/Twp budget	Based on project
4.3	Develop a partnership with Wild Waterways Conservancy and Allegheny Aquatic Alliance to enhance programming opportunities and aid environmental preservation		
	Regional Rec Board, Director, Township Manager & Harmony Board	Grant, Boro/Twp budget	Based on project
4.4	Work closely with Historic Harmony Inc. to preserve and promote the history of the area through programming		
	Regional Rec Board, Director, Township Manager & Harmony Board	Grant, Boro/Twp budget	Based on project
4.5	Coordinate efforts with the Indian Brave Campground to foster a quality relationship that will benefit all entities involved		
	Regional Rec Board, Director, Township Manager & Harmony Board	Grant, Boro/Twp budget	Based on project
4.6	Expand cooperative opportunities with the sports associations to facilitate field maintenance and construction as well as fundraising		
	Regional Rec Board, Director, Township Manager & Harmony Board	Grant, Boro/Twp budget	Based on project
4.7	Expand partnership opportunities with businesses in the region, including sponsorship and efforts to promote the region and its businesses to trail users		
	Council/Commissioners & Regional Recreation Board	Grant, Boro/Twp budget	Based on project
4.8	Become a member of the Recreation Alliance of North Pittsburgh (RANP)		
	Regional Recreation Board & Director	Boro/Twp budget	None/ Based on participation
4.9	Become a member of the Pennsylvania Recreation and Park Association (PRPS)		
	Regional Recreation Board & Director	Boro/Twp budget	\$55 - 120 per member

4 funding and public land dedication

GOALS

- ☐ Prepare to fund new recreation infrastructure
- ☐ Sustain the quality of existing recreation resources, and plan for an increased level of use

The recommendations on enacting a public land dedication ordinance, below, are directed at funding new recreation facilities in Jackson Township and Zelenople Borough. Following the public land dedication ordinance recommendations is a brief financial analysis of all three municipalities with general recommendations on different ways to fund recreation facilities and programs.

Public Land Dedication

Dedication of public recreation land by private developers is a way that municipalities can obtain open space or fees for park projects. Zelenople has enacted a public dedication/fee-in-lieu-of ordinance. Jackson Township should adopt a public land dedication/fee-in-lieu of ordinance to their Municipal Planning Code (MPC), which could provide added recreational spaces or generate important revenues to enhance recreation facilities in the Township. As the Township continues to develop, it will need additional open space, and the continued development of existing park areas in order to meet the expanding needs of the community. The use of these fees and/or the acceptance of land will help in meeting these needs.

It is important to know the requirements for administering a land dedication/fee-in-lieu of ordinance. The Pennsylvania MPC Act 170 Section 503 (11) provides special direct authority for a municipality to require a developer to dedicate land to the public that is suitable for intended park and recreation purposes. This has become a viable source of income for municipalities to acquire land or obtain additional revenues to further the provision of recreation in their communities. Under the current statute for park or recreation purposes, if the applicant and municipality agree, a municipality may accept from the developer:

1. Payment of fees in lieu of dedication of land;
2. The construction of recreational facilities;
3. Private reservation of land; or
4. A combination of the above.

Along with the ordinance, certain legal obligations are imposed on the municipality in order to use these provisions. To successfully implement a land dedication ordinance the following components are needed based on section 503 of the Municipal Planning Code.

Section 503. Contents of Subdivision and Land Develop Ordinance. The subdivision and land development ordinance includes, but need not be limited to:

Section 503 (11) Provisions requiring the public dedication of land suitable for the use intended; and, upon agreement with the applicant or developer, the construction of recreational facilities, the payment of fees in lieu thereof, the private reservation of the land, or a combination, for park or recreation purposes as a condition precedent to final plan approval, provided that:

- (i) The provisions of this paragraph shall not apply to any plan application, whether preliminary or final, pending at the time of enactment of such provisions.
 - (ii) The ordinance includes definite standards for determining the proportion of a development to be dedicated and the amount of any fee to be paid in lieu thereof.
 - (iii) The land or fees, or combination thereof, are to be used only for the purpose of providing park lands, acquiring land, or operating and maintaining park or recreational facilities reasonably accessible to the development.
 - (iv) The governing body has a formally adopted recreation plan, and the park and recreational facilities are in accordance with definite principles and standards contained in the subdivision and land development ordinance.
 - (v) The amount and location of land to be dedicated or the fees to be paid shall bear a reasonable relationship to the use of the park and recreational facilities by future inhabitants of the development or subdivision.
 - (vi) A fee authorized under this subsection shall, upon its receipt by a municipality, be deposited in an interest-bearing account, clearly identifying the specific recreation facilities for which the fee was received. Interest earned on such accounts shall become funds of that account. Funds from such accounts shall be expended only in properly allocable portions of the cost incurred to construct the specific recreation facilities for which the funds were collected.
 - (vii) No municipality shall have the power to require the construction of recreational facilities or the dedication of land, or fees in lieu thereof or private reservation except as may be provided by statute.
-

Periodic Review The Township Supervisors and Planning Commission should periodically hold a joint meeting to assure that the coordination of the recreation plan components are in line with the community recreation needs. The fee-in lieu of should be visited regularly to determine if it should be increased. As the Township grows, the park and recreation staff should be involved with the development of new subdivisions. This will ensure that dedicated land meets the ordinance requirements or that the fees collected can properly be designated.

Two important components of developing the land dedication ordinance are:

- (1) incorporating adequate provisions for land requirements so that any land dedicated will be suitable for the construction of recreation facilities; and
- (2) establishing an appropriate fee in case the developer chooses to pay the fee-in-lieu-of.

In many cases, the criteria set limits the location of the land, therefore, it is more advantageous for the developer to pay a fee-in-lieu of setting aside a parcel of land. The municipality should determine the specific piece of land to acquire or specific projects they intend to use the fees for before collecting the fees. Fees collected under the ordinance must be placed in a separate interest bearing account designated for recreation development in the community. The fees should be saved until enough money is available for the chosen project. The fees collected can provide a significant amount of revenues toward purchasing land, providing infrastructure, purchasing recreational equipment, or improving existing facilities. These fees cannot be used to maintain existing facilities or to purchase maintenance equipment. (For more detailed information, reference Public Dedication of Land and Fees-in-Lieu for Parks and Recreation at www.conserveland.org)

Establishing an appropriate fee The MPC requires that the fees charged "bear a reasonable relationship to the use of the park and recreation facilities by future inhabitants of the development or subdivision." The fees can be determined in several different ways: (1) a set fee, such as \$1,000 per dwelling unit, (2) another method is to use a formula, such as, Fair Market Value of undeveloped land (FMV) times .05 acres (the determined amount of dedicated recreation land required per dwelling unit) equals the fee-in-lieu-of or $FMV \times .05 = \text{Fee}$. This is a fair way to determine the fee because it is based on the actual value of the land that would be required to be donated. The .05 factor may vary between municipalities based on their requirements. A sample of this formula can be found below; or (3) some communities devise other formulas to determine their fee.

Sample Fair Market Value Formula:
 $\$20,000/\text{Acre (FMV)} \times .05 = \$1,000/\text{dwelling unit}$

Standard fees can range anywhere from \$200 to \$2,000 per dwelling unit. It is recommended that fees imposed by Jackson Township and Zellenople Borough should be in line with those set by other communities in the region. A comparison against neighboring communities' fees suggests an appropriate fee for Jackson Township would be in the range of \$800 to \$1,000.

Commercial Land Dedication In general under the MPC, public land dedication of land or fees-in-lieu-of are imposed on residential developments within a municipality. However, it is becoming more popular for municipalities to impose some form of public dedication requirements on commercial and industrial development. It is unclear whether this is permitted under the MPC. Municipalities that impose this ordinance generally have been able to document significant park and recreation demands generated by employees of these businesses. This allows them to justify a requirement that business entities help defer some of the financial burden created by this use. The fee charged can be determined by: (1) the number of square feet of building area or (2) the number of parking spaces. For example, Newtown Township (Bucks County) imposes a dedication standard of 750 sq. feet of parkland per 1,000 sq. feet of building area or requests a fee-in-lieu payment of \$1,291 per 1,000 sq. feet of nonresidential building area.

Zellenople Borough should consider adopting a land dedication/fee-in-lieu-of ordinance that applies to commercial and industrial development. First, research communities that have an existing ordinance. Explore whether their justification under the MPC applies to Zellenople Borough, and whether it is possible for Zellenople to document non-resident employee use of recreation facilities. Second, ensure that any proposed ordinance is reviewed early in the process by the municipality's solicitor. (Source: "Public Dedication of Land and Fees-in-Lieu for Parks and Recreation: A Guide to Using Section 503(11) of the Pennsylvania Municipalities Planning Code." DCNR, December 15, 2008)

Financial Analysis

Tax Support Comparison

The most difficult issue facing almost every community in its quest to provide excellent recreation is finances. Many communities face unexpected issues yearly, either within their parks or within other municipal departments, which require funding to be redirected. This often leaves inadequate financing to provide and maintain recreation facilities and programs.

Funds needed to support recreation facilities and programs generally come from the community's general fund. Since all departments in the community must draw from the general fund to cover their operating and capital budgets each year, it is impossible for each department to be fully funded. In the past and still in some communities today, park and recreation funding has been one of the first areas to be cut when funds are tight. However, many communities are becoming aware of the value of setting funds aside to provide quality facilities and programs. Over a period of time the value of recreation can be recognized through a reduction in crime, increased economic benefits, and improvements in the quality of life of the residents.

Jackson Township doesn't have any parks, recreation facilities or programs in the community that they have supported with tax dollars to date. However, residents of Jackson Township utilize Zellenople Community Park and participate in the programs offered. Therefore, the Township has provided tax dollar support to Zellenople Community Park Association to help maintain their facilities. An existing four-year agreement commits to an annual \$38,750 contribution to Zellenople Community Park. With the current growth in the Township indicating a need for park facilities, the Township's future plans include the development of multiple sites for recreation. The Township will use fee-in-lieu-of monies, as well as other funding sources discussed below, to develop the parks. Tax dollars must cover the routine maintenance and services of the sites once they are developed. Additionally, current plans are to continue to provide tax support for the Zellenople Community Park. The Township's endeavors to develop a trail system are already in progress with a \$300,000 grant to develop a section of the proposed trail system. These recent steps to improve the quality of life of their residents indicate a commitment to utilize various revenues to enhance recreation opportunities in the Township.

Harmony Borough has provided tax support for recreation through the development and maintenance of several park facilities in the community. The Borough also offers several programs throughout the year that draw many people into the community, enhancing the Borough's economy.

Zellenople Borough has been very dedicated to ensuring that residents enjoy quality parks and recreation. The Borough assumed responsibility for the Community Park in 2004, operating the park in conjunction with the Zellenople Community Park Association which oversees the development, maintenance, and programming in the Community Park. In 2017 the Borough is providing \$86,250 and in-kind services for the Association to utilize to improve the infrastructure of the park and assist in programming. Following the recommendations from its 2008 Master Plan and Feasibility Study, Zellenople is continuing to develop the park through grants, government funding, regional funding, and donations. Additionally, the Borough has a 1.00 mill Parks and Recreation tax that is estimated to generate \$29,049 in 2017. These funds will be used to offset any debt service or capital costs associated with renovations of the swimming pool.

Budgeting Process

Each of the communities has a budgeting process that they currently follow. Jackson Township and Harmony Borough budget for parks and recreation through the general budget. Zelienople has a section in their municipal budget for parks and recreation, but the overall parks and recreation budget is established by the Zelienople Community Park Association, which provides the Borough Council with a revenue report three times a year.

As recreation continues to grow in the area it will be important to develop a budget that represents the current park and recreation needs for each community and for the region. To properly develop a good budget, it is imperative to analyze the previous year's revenues and expenditures, taking into account the economic conditions at the time, and seeking employee input. Budget revenue and expenditure considerations include:

1. Projected revenues from various sources
2. Proposed program expenses
2. Administrative expenses
3. Staff expenses
4. Park expenses such as utilities, maintenance supplies, equipment, and contracted work.

This process appears to be currently followed by the Zelienople Community Park Association in establishing the budget for the Community Park. The Association develops the park budget considering allocations and donations received and park needs for the coming year.

The budget should be separated into two distinct categories:

- (1) *Participant Recreation* – encompasses all aspects of programming, including revenues and expenditures
- (2) *Parks Operation & Capital Development* – encompasses all expenditures for operating, maintaining, and developing the parks



In order to achieve an accurate budget for the parks, it is recommended that a line item for public works hours is included.

Supplemental Funding Sources

Most communities charge user fees to finance recreation programs on at least a breakeven basis. Fees and charges are perhaps one of the best methods to cover programming costs. Through user fees, programs and facilities are supported by those who use them, rather than taxpayers in general. The fees charged for a program should cover both the direct and indirect costs of a program and preferably provide a profit.

Utilizing outside instructors to supervise programs provides opportunities for individuals with specialized interests and talents to share them with the community, thereby providing programs that municipal staff and/or parks and recreation committees could not otherwise offer. For this type of programming, the instructors generally receive approximately 70% of the program cost and the municipality receives approximately 30%. Some programs may be planned and supervised by the parks and recreation committee or by municipal staff. These programs can be offered at a lower fee, or they may retain a comparable fee and the municipality receives a higher income. A written revenue policy should be developed to establish a framework for setting fees and charges for both the programs and facilities.

Rental of facilities is one of the key income producing sources for many communities:

Picnic Pavilions – The picnic shelters at the Community Park generate revenues for the Association. A resident/non-resident fee structure should be developed for rental of these facilities.

Sport Fields – Can be rented to adult leagues, home school groups, and at times other groups for clinics, and other events

Courts – The rental of various courts to leagues or pick-up groups can also generate additional revenues.



Grants are perhaps one of the best sources of obtaining alternative, supplemental funding for parks and recreation. There are many grants available from various government agencies and foundations. It does take time to research the various grants and foundations, and a thorough knowledge of your project is necessary to write a grant proposal that will be funded. It is recommended that the person responsible for writing grants attend grant seminars and workshops that are offered in western Pennsylvania. The format of some grants changes yearly, requiring a continual update. See Appendix B for a list of numerous grants that are available.

Foundations are another source of funding that may provide additional resources for park facilities and programs. Many foundations establish specific types of projects that they will fund, and specify where the project must be located. There are generally four types of foundations: (1) private family foundations; (2) community foundations; (3) national foundations; and (4) operating foundations. Some foundations may specify that the entity applying must be a non-profit. See Appendix B for a list of numerous foundations that may provide funding.

Friends of the Park is an organization that can generate revenues as well as provide volunteers. The group should develop bylaws and be a 501-C3 organization, so they can seek tax deductible contributions. They can raise money for all aspects of recreation and deposit it into an individual bank account earmarked for specific expenses. Since they are not a government agency they can avoid red tape and make things

happen quickly. A possible incentive for this group helping the park may be receiving a percentage off of the fee charged for programs, or for rental of the facilities in the park. Zellenople has an active Friends of the Park group and Jackson Township has a nonprofit Community Development Corporation (CDC).

Sponsorships or naming rights are other excellent ways to obtain additional monetary funds to enhance parks. It does take some time and effort to develop a quality brochure that readily explains the project to be sponsored or named. It must include a strong explanation of the benefits to the sponsoring organization, including increased visibility of their organization and how it will improve their image. Many businesses look for an opportunity to get involved in the community and create a positive image. In order to obtain these sponsorships, an enticing project or program must be put together in a professional manner and properly presented, or sold, to potential sponsors. Some businesses will buy into this at a high level right away, while others will start at the lower levels and increase to higher levels as they see the benefits paying off. Therefore, you must provide various levels of opportunity and show the businesses the value derived from sponsorship or naming rights.



Naming rights: Zellenople Community Park ballfields are all named, except for one minor size field. Courts are not named.

Donations are often sought for recreation endeavors. This is a time consuming but potentially rewarding process. Whether it is monetary donations, materials, supplies, volunteer time, or some other type of donation, it provides additional value to the project. It benefits the donor by providing a tax advantage and a positive public image. Seeking donations will always be a part of recreation. By utilizing volunteers to help locate donations, staff can devote more time to other more productive areas.

School Specialty is a resource for purchasing over 100,000 products that can be used in providing recreation programs. Even though they are predominately for schools, purchases can be made for recreation programming. School Specialty works with donors and Adopt-a-Classroom to collect donations on your behalf and facilitate the process of getting materials. Utilizing this opportunity on your own or in partnership with the school districts could provide materials needed for various programs.



Example of sponsorship bricks

has typically been used for improvements to recreation facilities. More information on this, as well as other resources on shale gas, are available from Penn State Extension at More information on the state of shale gas development can be found at the Extension website: <http://extension.psu.edu/natural-resources/natural-gas/taxation>.

Fundraising can generate additional funds for projects or programs. Don't think small when planning a fund raising project. There are many different types of fundraisers to consider. First determine what is to be accomplished, and what will work in the community. The fundraiser will take considerable time and planning to be successful, but it can be very rewarding by providing a community event and generating money for the recreation programs or facilities.

Natural Resources Some Pennsylvania municipalities have received funding from natural gas drilling operations, usually by leasing municipal land for drilling. Money from these leases

Another good resource for funding opportunities can be found in "Keys to Successful Funding: A Small Community Guide to Federal and Foundation Resources," available from:

444N. Capital St. NW, Suite 397
Washington, DC 20001
Phone: 202-624-3550
FAX: 202- 624-3554
ncsc@ssso.org; www.smallcommunities.org

Funding for recreation programs

Many of the grants that are available are for feasibility studies, planning and implementation, acquisition, or development. However, fewer grants are available for programming. Since consideration is being given to establishing a lead organization to oversee the daily operation of the parks and possibly provide recreation programs, a list of funding sources is included that may be of some value for funding programs. It is often difficult to locate grants or other funding sources that will provide financial assistance for programs and equipment. Some funding sources will provide financial support, equipment, or other program resources to help start a specific program or supplement supplies needed for an existing program. It is important to thoroughly research the sources to determine their requirements for obtaining their funding. This is a good way to get new programs started without a lot of capital outlay for equipment or other information needed to offer a program. See Appendix B for a list of other potential funding sources.



Program funding is often more difficult to obtain

Implementation Strategies			
	Responsible Partners	Potential Funding	Potential Cost
5.1	Adopt a public land dedication/fee-in-lieu of ordinance for residential and business developments in all municipalities		
	Council/Commissioners & Manager	N/A	Staff time
5.2	Develop an equitable financial agreement as part of the Regional Recreation Board		
	Regional Recreation Board, Director, Township Manager, Harmony Board & Community Park Association	Boro/Twp budget	Based on agreement
5.3	Develop a coordinated three, five, and ten year capital improvement budget and capital purchase budget		
	Council/Commissioners, Director, Township Manager, Harmony Board & Community Park Association	Boro/Twp budget, Grant	Based on scope
5.4	Design, develop and maintain facilities to be financially sustainable		
	Council/Commissioners, Director, Township Manager, Harmony Board & Community Park Association	Boro/Twp budget, Grant	Based on scope
5.5	Develop a resident/non-resident fee structure for facility rental and programs		
	Director, Township Manager, Harmony Board & Community Park Association	N/A	Staff time
	i. Review fee structure annually		
	ii. Establish the ability to receive credit card payments		
5.6	Design recreation programs that are financially sustainable through user fees, donations, and sponsorships		
	Director, Twp Manager, Harmony Board	N/A	Staff time
5.7	Plan coordinated fundraising activities		
	Regional Recreation Board, Director, Township Manager, Harmony Board and Community Park Association & Partners	Boro/Twp budget	Staff time, Cost of printing
	i. Develop relationships with potential sponsors, foundations, and other funding sources		
	ii. Develop a professional brochure for soliciting donations or other fundraising		
	iii. Coordinate with existing nonprofit organizations such as the Jackson Township CDC, Community Park Association and the baseball association		
5.8	Pursue a variety of Grant for park development		
	Regional Recreation Board, Community Park Association, Director, Township Manager, & Harmony Board	N/A	Staff time
	i. Use other funding sources as matching funds to reduce municipal financial burden		
	ii. Plan projects to accomplish multiple goals, such as ecological or transportation		

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part iii | analysis & implementation

Part III consists of four sections of analysis, information and recommendations intended to build a strong foundation for the goals in Part II. The last section is the Plan Implementation Matrix. The topics are as follows:

Programming

Programming is an essential part of any Parks and Recreation operation, and this section explores ways to build on excellent programming at Community Park and existing facilities, while using new partnerships and facilities to expand the region's offerings.

Facility and Equipment Maintenance

As existing facilities expand and receive heavier use, and new facilities are constructed, sustaining a high standard of excellence and safety requires proper planning.

Staffing

This section provides recommendations on how staffing levels and skill sets can be sustained at the level required to run a high-quality Parks and Recreation operation.

Administration

Administrative efficiency and standardization will be necessary to ensure an effective partnership between municipalities. This section also provides information on Public Relations and Marketing, which was identified as a weakness in existing recreation programs.

Implementation

This is where the rubber meets the road! The Plan Implementation Matrix amasses the recommendations given throughout Parts II and III of this plan, and assigns each a priority. Cost estimates and responsible partners are provided where possible.

For a newly established parks and recreation entity such as Jackson Township, the following recommendations are vital to building an effective and efficient infrastructure that will set the course for future growth. These recommendations must also be used in standardizing operations when establishing the Regional Recreation Board. Following these recommendations in all three participating municipalities will ensure the smooth and efficient operation of individual administrations and aid in seamless cooperation efforts. Not only are these areas essential for a comprehensive and MPC-compliant recreation plan, they ensure that the best and most effective recreation opportunities are available for all residents.

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program analysis

The multi-municipal community has a limited number of public, private and quasi-public entities that provide recreational activities for residents of the area. Through the inventory process, it was noted that some programs and a variety of facilities are available to the residents of these communities and surrounding communities (Table 3-3 Stakeholder Interviews Summary). The general consensus of those interviews indicated a very strong interest by most entities in partnering to provide additional programs and the potential to increase shared use of facilities at area parks. These partnership opportunities create a win-win situation for the residents of the areas.

Athletic programs

The Seneca Valley North area has two sports associations that utilize facilities in and around the partner municipalities. First, the Seneca Valley North Athletic Association provides baseball and softball programs for approximately 400 boys and girls ages four to eighteen. The programs utilize the six ballfields located in Zellenople Community Park, and the three ballfields at Edco Park for their programs. The association's programs are limited by a need for additional facilities, mainly smaller fields, and will be severely limited if they lose one of the fields in the Community Park.

Second, the Seneca Valley North Soccer Club provides soccer programs for approximately 200 boys and girls ages four to nineteen. This association also expressed an urgent need for fields in the area. Currently, they have minimal use of the school fields and have to travel to use the fields at Portersville Community Park. Jackson Township's future acquisition of the reservoir property and the proposed development of two soccer fields at this site will greatly benefit the soccer association. With the expected growth in Jackson Township, the need to construct additional fields in order for both organizations to meet future programming needs is recommended.

Municipal programs

Recreation programming for the area has been predominately provided through the Zellenople Community Park Association. Jackson Township has not provided recreation programs in the past due to lack of facilities. Harmony Borough has offered a few special events including movies, concerts, polar plunge, and the Sylvester Event, as well as several other events sponsored by various organizations in the Borough. In January 2017 the new recreation director of the Zellenople Community Park Association and a member of the Jackson Township staff teamed up to expand recreational programming opportunities for the residents of the area. This

coordinated and collaborative effort will afford residents of the three municipalities great opportunities to participate in recreation programs. The staff plans to maintain many of the successful existing programs and develop a variety of new programs to meet the needs of all area residents.

Participation in past programs has been effected by several factors. The predominate factor according to the community recreation survey was a lack of knowledge about the programs (61.51%), followed by time constraints (32.01%), and type of events and time held (16.91%). Lack of events and cost of event each impacted 12.23% of respondents. Based on this information it can be determined that the vast majority of the area residents would participate in existing and new programs if (1) they are fun (63.01%); and (2) they are family oriented (48.63%).

The top seven programs that the community survey respondents indicated they are interested in having offered in the Zellenople community park are: (1) farmers market 75.96%; (2) seasonal festivals 71.79%; (3) concerts 66.67%; (4) Zelle on tap 40.38%; (5) ice skating 37.82%; (6) recurring summer programs 36.86%; and (7) fitness classes 35.58%. The key person interviews indicated similar desired programs along with a variety of other programs. This provides excellent information when considering the types and areas of programming to offer.

Jackson Township will find that some programs are successful while others are not. This is not uncommon, as it takes some trial and error to develop a successful program schedule. It is important to offer a variety of programs building on those that are successful, and to continually offer new programs. There are many reasons why some programs are not successful, while others are successful. Following is a list of reasons why this may occur, regardless of which organization is offering the program.

Timing is perhaps the most important aspect in establishing successful programs. A program that is not successful in one season may be very successful in another season or even at another time of the day or week. You should continue to offer programs until you find the right combination or determine that the program isn't right for your community. A third of survey respondents cited time constraints as a barrier to participating in existing programs. It is important to offer programs at a time that fits into potential participants' busy schedules if you want to engage all segments of the population.

Publicity and promotion are extremely important. Many excellent programs have poor attendance because no one knew about them. Use every method available to get the word out. More than half of survey respondents claimed a lack of knowledge as a reason for not participating in existing programs. It is important to consider improving publicity for established as well as new programs.

Trends vs. Fads also effect the success of a program. Trends are things that are popular, although they may not have caught on in the community. It may be popular in the community in the near future. Fads are things that may have already passed by or may not have reached the community. Following is a list of current trends that should be watched to potentially include as part of the areas programming and facility development:

- Progressive Pump Tracks
- Soccer Golf
- Sand Soccer
- Bubble soccer
- Gaga Ball – form of dodge ball played in an enclosed pit
- Triangle Ball – multiple variations
- Mob Races
- Technical/technology Programs
- Spike Ball
- Corn Hole - installation of permanent concrete
- Ping Pong – installation of permanent concrete table
- Nature Play Areas
- Smolball – played with a racket & ball, team game
- Drone flying area
- Pokemon Go – probably a fad

Other areas growing in popularity that are relatively new, or from the past but showing recent renewed interest, are:

- Kickball – old activity gaining in popularity again
- Dodgeball – old activity gaining in popularity again
- Ultimate Frisbee
- Pickleball – very popular
- Wallyball – old activity gaining in popularity again
- Geocaching – very popular
- Disc Golf – very popular
- Dog Parks – very popular
- Splash Parks
- Archery – increasing in popularity
- POP Tennis – smaller court played with a different style racket & lower pressure ball
- Volkssports – a family oriented sports and recreation program that promotes physical fitness and good health

Instructors are very important to the success of your program. Your instructor's enthusiasm, attitude, and style may make or break your program. So seek out quality instructors for your programs and promote them and their qualifications.

Fees can affect the attendance at a program. Know your community and what they can afford to pay for the programs. You must determine if you want to cover just the direct costs, both the direct and the indirect costs, or make a profit. Charging too much can deter people, while not charging enough can make them feel that it isn't a quality program.

Location of the program may affect the success. Is there easy access to the program site? Is the facility or area well maintained? Is it a safe location? Is it well lighted, if the program is an evening program? Transportation may be another issue as to why people don't participate more in the use of facilities and programs in the area.

Weather is a major factor in all recreation programming. Outdoor programs are always affected by weather conditions which determine if the program can be conducted. These are generally considerations for participants on the day of the program. However, indoor programs can be affected also, with people thinking it might be too hot, or too cold, or it may be snowing and they don't want to go out.



Program funding is often more difficult to obtain

These are some of the main areas that must be taken into consideration when planning and evaluating programs. Participation and the continued success of a program can be affected by any one of these, by factors other than those listed, or a combination of them. Initial and continued success depends on considering each of these factors and following through from the inception of the program to the final evaluation.

Analysis and deficiencies

Information gathered through the key person interviews, stakeholder interviews, and the community recreation survey indicated a desire by the residents of the area for more recreation programming. There was a strong consensus that a *cooperative and collaborative effort* between recreation providers is imperative. 100% of the key persons interviewed stated that the development of these partnerships is either very important or important in establishing quality recreation in the area. They feel that cooperation and communication between these entities will aid in getting more people involved, avoid duplication, and develop a greater vision for the area.

Throughout the public input process the need for a variety of types of programs and facilities was mentioned. However, one area stood out: the development of a *trail system* throughout the region. A trail system would provide better access to the parks and other points of interest within the community, while increasing the opportunity to incorporate cultural, historical, and environmental programming.

Who is served?

The majority of the key persons interviewed considered the youth/early teen to be the best recreationally served in the area. This is generally due to their participation in youth sports and a variety of other programs offered for this age group.

Teens, adults and seniors are perceived to be the least recreationally served. Teen participation in organized sports starts to diminish around the age of 14 or 15. Trying to encourage teens to get involved in programs that are offered is often difficult. This accounts for much of the lack of activities for this age group. Adults are usually busy with their families, and jobs limit their opportunities to participate in programs. If interesting programs are offered at appropriate times, the adults can be served with quality programming. Seniors are considered to be the least served in the area. With today's active seniors, programs must be provided to meet their needs. Consider utilizing the senior's vast knowledge, abilities and talents to offer a greater variety of programs. In order to develop a well-rounded recreational program schedule, passive recreation programs such as arts & crafts, reading, etc. must be incorporated. These should be balanced with games, sports, and various educational programming, such as environmental, historical, cultural, and technological programs.

A number of topics were mentioned that hamper the further development of recreation in the area. Financing is perceived to be the main factor limiting recreation opportunities. A lack of space, especially in Zellenople and Harmony Boroughs, is another perceived limitation. Cooperation and communication through a designated leader/organization is perceived as an important issue.

A lack of volunteers, dedicated staff, and a lack of vision were some of the other things mentioned that are hampering the future of recreation programming. Recreation is important and must be considered as a valuable asset that cannot be dismissed, reduced, or eliminated. However, it is recommended to "go slow" and don't offer too many programs at one time. This is a frequent mistake which can extend staff and volunteers too far, diminish the quality of the programs offered, and create problems engaging people for future programs.

The programming cycle

The use of a programming cycle provides a complete programming process. It covers the assessment of public relations efforts, evaluation of administration, evaluation of program staff, assessment of program affordability, assistance with program staff recruitment, and a continual survey of additional program desires.

Perhaps the most important part of the cycle is the program evaluation. This should be completed by the program participants at the end of each activity. The evaluation will help determine what parts of the program were most and least effective or enjoyed, what should be eliminated, what publicity methods were effective, is the time allotted for the program adequate, and what are recommendations for future programs. This will provide valuable information on how well the program is meeting the needs of the community.

A similar form should be developed for the instructor and volunteers to provide advice from their perspective and have input into the future programming process. Thereby, they feel ownership in the program's growth. This information should be filed, and referenced before offering the program again. This will allow continued improvement in the programs and help keep up with the changing needs of the community.

For any program offered, accurate records should be maintained throughout the process of planning, implementing, and evaluating each program. The records should include the following information:

- Day, date and time – This will help to determine the best time to offer this program, as some programs are effective at some times and not others.
- Program Fee/Costs – Was it reasonable? Did you cover costs? What was your profit margin? Were the participants satisfied? Should you increase or decrease the fee?
- Location – Was it suitable for the program?
- Number of Participants- Documentation of this can be helpful in numerous ways in the future by providing information needed for grants, nomination of programs for awards, etc.
- Program Publicity – What types were used? What was most effective?
- Program Evaluation – Should be maintained with the records for each program.
- Accidents or Injuries – Can eliminate potential problems at future programs.

Program Operational Manual

A detailed program operational manual should be developed for each program. The manual would provide the necessary information for anyone to step in and effectively run each program when it is offered. Included in the manual would be the following information:

- Date, time and location of the program
- Contacts for the program
- Detailed description of the program
- Detailed list of supplies needed to operate the program
- Timeline for developing each phase of the program
- Set up and clean up procedures
- Cost elements related to the program
- Potential revenues generated from the program
- Program records as addressed above
- Sponsorship, donations, etc. for the program
- Volunteers, staff needed to successfully operate the program
- Photos, news releases, newspaper/magazine articles of the program
- Follow up – Thank you letters, volunteer recognition, etc.
- Program review details – after reviewing the program with others, all ideas, suggestions, changes should be noted.

Accurate record keeping will ensure that future programs are more effective and efficient, save time, and eliminate the possibility of forgetting to address certain aspects of the program, especially if it is a special event. Maintaining and updating an annual program plan will enhance the success of the programs.

Accessible programs: Americans with Disabilities Act (ADA)

Existing facilities are only partially ADA compliant in some areas of the parks as indicated on each park matrix (Appendix A). However, many of the facilities are not ADA compliant in multiple ways, especially having very poor accessibility. This includes not only playgrounds and pavilions, but site amenities like individual picnic tables, water fountains, restrooms, trash receptacles, and trails. This could provide a barrier to their use in programs.

Programs must be held in accessible facilities

In order to be in compliance with the Americans with Disabilities Act, it is required that all public entities operate each service, program or activity in a manner that is accessible to persons with disabilities. If a program or an activity is in a building that is not accessible to a person with disabilities, the public entity must do one of the following (Mertes and Hall, 1996):

- Remove the barrier to access into the facility
- Shift the location to an accessible site
- Provide the service in some alternative method in an accessible facility
- Construct a new facility for park programs

The communities should plan and develop programs that are inclusive based on the facilities to be used and the programs offered. Printed literature advertising the programs should indicate that the facilities and programs are accessible. It is understood that certain facilities and programs may not be fully compliant, but efforts should be made to meet these needs whenever and wherever possible.

The Americans with Disabilities Act of 1990 prohibits discrimination against any individual because of a disability. In most cases this has primarily been taken into consideration in providing access to buildings and other facilities. The Department of Justice's regulation implementing title II, subtitle A, of the ADA prohibits discrimination on the basis of disability in all services, programs, and activities provided to the public by State and local governments, except public transportation services. Public entities must comply with Title II regulations. These regulations cover access to all programs and services offered by the entity. Access includes physical access described in the ADA Standards for Accessible Design and programmatic access that might be obstructed by discriminatory policy or procedures of the entity.

Under Title II no person with a disability can be unjustly excluded from participation in or denied the benefits of services, programs or activities of any public entity. Thus, any type of program or activity that is offered must be available to anyone with a disability. The law states that if asked, an entity must make "reasonable accommodations" which may include interpreters, aids, or other needs. The expense for the accommodations must be incurred by the agency offering the program. Losing money on the program is not considered an unreasonable accommodation. Also, you cannot cancel the program to avoid covering the costs incurred.

A public entity must also ensure that its communications with individuals with disabilities are as effective as communications with others. This obligation, however, does not require a public entity to take any action that it can demonstrate would result in a fundamental alteration in the nature of its services, programs, or activities or in undue financial and administrative burdens.

(The Americans with Disabilities Act of 1990 – ADA Regulation for Title II)

facility and equipment maintenance

Currently Jackson Township doesn't have any parks to maintain. However, as its parks and trails are developed, it will be imperative that they are maintained at a high standard for all users. This will become part of the public works department's responsibilities with the majority of the work being done in-house. At least one current public works employee or potentially a new employee should be designated to ensure that the parks and trails are adequately maintained.

Since Harmony Borough only has a few small park areas, the Director of Operations maintains these parks. Occasionally for larger projects help is scheduled with the Butler County Service Group for community service people. Volunteers also assist with certain projects.

Zelienople Community Park Association has a designated maintenance person who maintains the Community Park. He currently has one summer helper and can request help from the Boroughs public works for certain projects. Occasionally contractors are used for digging, spraying and providing portable restrooms.



Maintenance of the parks is essential to providing safe, usable, and aesthetically pleasing facilities for the residents of the area and for visitors from other communities. Providing an efficient and effective maintenance program can enhance recreation amenities, save money, reduce liability, improve life expectancy of facilities, create an attractive park atmosphere, and foster environmental stewardship. Opportunities to share maintenance equipment and combine contracted service costs between municipalities should be considered within or outside the context of a Regional Recreation Board.

Maintenance of the existing park facilities in both Harmony Borough and Zelienople Borough appear to be fairly good. However, as in all communities, there are a lot of maintenance projects that need to be addressed in the parks. Many of these are noted in the park matrix inventories (Appendix A). Based on the information obtained from the key person interviews, there is a concern that maintenance of the parks isn't meeting the standards that the residents would like. Future trail maintenance could compound issues. Therefore, it is imperative for the Boroughs and Township to strive to improve the overall park maintenance to achieve the high standards that the residents desire to see displayed at their existing and future facilities.

If a parks and recreation agreement between the communities is adopted in the future, maintenance personnel for each of the communities should continue to maintain the responsibility of doing all park work in their respective parks. They should ensure that all routine maintenance work is completed in a timely manner and projects are coordinated and completed with quality in mind.

Currently the equipment needed for park maintenance is owned by each of the municipalities. Under a future agreement equipment purchases and usage of park equipment could be coordinated, especially for specialized equipment to keep overall costs down for each of the communities. Keeping the equipment in good working condition is imperative; therefore, the respective departments should continue to perform the routine equipment maintenance along with any major repairs within their capabilities.

A maintenance facility with an office is needed at the Zelienople Community Park. This would provide a more efficient way of maintaining park maintenance records and coordinating programs at the park.

Record Keeping

Staff at Zellenople Community Park are the only ones who currently maintain park equipment records. Equipment records should be maintained by each community in a daily log book and/or on a computer. Detailed equipment maintenance records of all repairs for each piece of equipment are essential for determining a replacement schedule, their trade-in value, and ensuring that the equipment is properly maintained in case warranty issues arise. Additionally, hours/miles should be recorded for any piece of equipment that has a meter. When major repairs are required and the equipment is sent out to have the work done, this work should also be recorded in the computer file for the specific equipment receiving the repairs.

It is recommended that each piece of major equipment be reviewed and a replacement schedule implemented. This will ensure that the staff has quality equipment to work with at all times and provide a basic guideline for replacement. It will provide greater efficiency and effectiveness, enhance safety, and make budgeting easier. Some equipment may need to be replaced sooner while other equipment that is properly maintained may last longer than the scheduled replacement date. Financial conditions will play an important part in the replacement schedule, making routine maintenance of equipment a vital part in keeping equipment in good condition.

Replacement records should be maintained for other items such as playground equipment and other park amenities. This will aid in future budgeting and ensure safe, quality facilities in the parks.

Playground inspection records are an important part of record keeping. Zellenople Community Park maintains playground inspection records of their playgrounds. It is recommended that Harmony Borough and Jackson Township maintain accurate playground inspection records of current or future playground facilities. This is a vital document to have in case there would ever be a lawsuit due to someone getting injured on a playground.

NRPA supports the Certified Playground Safety Inspector (CPSI) examination which enforces national guidelines on playground safety. It is imperative that a CPSI be involved in the routine inspection of all playground equipment in the Township parks. This individual will ensure that all playground safety guidelines are followed and will create a maintenance log of each item of playground equipment. Each of the communities should send at least one employee to the playground maintenance workshops when they are offered within a reasonable travelling distance. This will ensure that staff is up to date on proper maintenance of playground equipment.

It is just as important to maintain records of inspections of other facilities and equipment in the parks. A visual inspection of park equipment and areas should be completed regularly. A more thorough walk through inspection should be conducted at least once a month during the busy seasons. These inspections should be properly recorded in the daily log and any deficiencies noted so that they can be addressed in a timely manner.

Maintenance Program Analysis

Neither of the Boroughs or the Township have a formal written park maintenance plan available. The purpose of a formal park maintenance plan is to provide maintenance staff with information needed to prioritize tasks and complete them efficiently and effectively. A formal plan also helps reduce liability and assists in the coordination of project planning. A formal maintenance plan provides the guidelines and procedures necessary to correct problems and to perform the work promptly. The NRPA provides a great resource to guide the development of maintenance logs and inspection routines.

A maintenance plan should be developed for all existing parks and facilities and in the early development of new facilities. The management plan should cover maintenance procedures and inventories for all recreation areas and facilities. Each area and facility maintained should be thoroughly inspected and compared to the standards of acceptable conditions. The information obtained should then be incorporated into the maintenance plan.

The maintenance plan must be given to employees to use as a guide. It should provide them the general information needed for the proper maintenance of each area and the frequency of maintenance for parks, facilities, and equipment. It is the employee's responsibility to contact the public works director for instruction on circumstances not covered in the maintenance plan. It is also the employee's responsibility to take notice of safety conditions at each park or facility, and take immediate action to secure any hazardous condition against accident or injury until the hazard can be eliminated.

The park maintenance plan

There are two components to developing a park maintenance plan; a preventative (proactive) plan and a responsive plan. The public works departments do not have a preventative maintenance plan in place.

The departments should develop a preventative maintenance schedule in the near future. A proactive plan is designed to eliminate major issues before they arise by taking into consideration both the short and long range maintenance details. This will not eliminate all responsive issues, but will allow the issues to be handled more efficiently when they arise. Another value to the proactive approach is the cost savings. There is a significantly lower cost to providing consistent maintenance rather than doing major repairs. The proactive approach will eliminate poor maintenance practices that can result in substandard facility appearance and safety. The proactive approach, once established, will provide a quality ongoing maintenance plan that will ensure safe, usable facilities and encourage patrons to continue coming back.

Personnel generally take a reactive approach to addressing repairs issues. However, a plan for responsive (reactive) maintenance is needed to accommodate unforeseen issues as they arise. This aspect of the plan provides direction for the immediate repair or closing of a facility until repairs can be made. A reactionary plan will require specific and timely attention to the pending issue and will vary with each situation.

To prepare a successful maintenance plan that includes a preventative and responsive component, the Boroughs and Township should complete the following tasks as recommended by the Department of Conservation and Natural Resources (DCNR) in *Community Recreation and Parks – An Essential Government Service in Pennsylvania*, by Susan Landes):

-
- Involve all employees in order to get their complete understanding and support.
 - Inventory the resources.
 - Develop a standard for each resource. The standard is a short description of what the resource should look like when the maintenance has been completed. The standards should include specifics such as trash pickup details and frequency.
 - List tasks to perform so that the resources are maintained up to standards. The tasks should be described in enough detail so that anyone would know how to perform them.
 - Determine the amount of time it takes to do each task.
 - Decide how often each task needs to be done. The frequency will determine the quality and cost of maintenance.
 - Schedule tasks into an operational plan and divide up the tasks to develop a schedule for each staff person or crew. This could be established with the existing staff, or added in the future, if staffing is increased.
 - Implement and monitor the work schedules so adjustments can be made as needed. Have staff track how long it takes to complete each task and then monitor the quality of maintenance.
-

Turf management plan

A turf management plan is another important aspect of maintaining an aesthetically pleasing appearance for the parks. Current turf management primarily consists of a contractor mowing the grass when needed.

The turf management plan should include all aspects of turf management including: a regular mowing schedule; maintenance of worn areas; drainage issue repairs; landscaping procedures, including specifics on types of grass seed; proper irrigation procedures for any areas that may be irrigated; turf disease procedures, including insecticide, fungicide, and herbicide treatment; a fertilization schedule; procedures for signing areas that have been treated; and the methods for properly recording any treatments. Many of these things may be currently incorporated into the contractor's agreement, but it is still necessary to establish a turf maintenance plan to ensure that the turf is maintained to the standards desired by the owner.



Additional items should be specified in the turf management plan, such as the use of organic products rather than chemical products for turf maintenance. This plan may include different standards for each park site, and potentially different standards within a park site based on the condition and quality desired in various areas of each park. An example may be the turf around the swimming pool would be maintained at a higher standard than the turf at an outlying area of the park.

Risk Management Analysis

The Boroughs and Township don't have a written risk management plan in place. Risk management should encompass a proactive approach to eliminating any potential incidents before they occur. Completing regular playground inspections and maintaining records of the inspection is one of the top risk management priorities to ensure the safety of the playgrounds and avoid any potential liability issues. Continued inspections of other facilities and amenities are also important to avoid issues that may arise. The approach to risk management thus far has primarily been reactive rather than proactive.

Risk management is defined by DCNR (in "Community Recreation and Parks – An Essential Government Service in Pennsylvania," by Susan Landes) as "the process of making park areas and recreation facilities safer by conducting and documenting routine safety inspections, having procedures in place to correct problems, and performing the necessary work promptly." A risk management plan should cover all recreation areas, facilities, programs and services offered.

Each component of the park or recreation area needs to be thoroughly inspected and compared to the standards of acceptable conditions. It is then classified as either a safety risk or in good condition.

As another safety precaution for park patrons, background checks are conducted on employees. All future background checks should be in accordance with Act 153 - "State of Pennsylvania Background Checks Act of 2014". Updating background checks should be completed periodically.

Another part of risk management is having staff trained in CPR/AED. One of the water works employees for Harmony Borough is an EMT and has CPR/AED training along with first aid training. This training is being planned for personnel at Zelienople Community Park. It is necessary for employees to update CPR training and first



aid training every two years to maintain their certification. All employees should attend CPR/AED training to be prepared for a potential incident that arises. Often ambulance companies will provide this training at minimal or no cost for employees.

The safety of workers is another important consideration that should be taken seriously by the communities through the provision of the following safety equipment: safety glasses, ear protection, gloves, face shields, chaps, and helmets. Each of the communities has some safety requirements in place and provides some safety equipment



currently. As another safety precaution, depending on the type of work that is being completed, at least two people should be available on certain jobs; otherwise, it can become a safety issue. Any time a person is working alone there is a risk of something happening that could have been prevented. For example: something as simple as collecting trash can become a safety issue if a person who is allergic to bees gets stung and goes into shock.

Certifications are another part of risk management. Based on the type of equipment driven or the type of work related to maintenance of the parks, no certifications are needed at this time. If future park maintenance changes, such as turf maintenance procedures, a pesticide license may be required.



"The Right to Know" in the context of the United States workplace is the legal principle that the individual has the right to know the chemicals to which they may be exposed in the workplace. (Source: Occupational Safety and Health Administration) Therefore, the Borough/Township must provide a copy of all MSDS information where employees have quick access, if ever needed. Zellenople has their "Right to Know" information located at the Borough Building and at the swimming pool. Harmony has theirs located at the Borough office and in the garage. Additionally, the local fire department, EMT, and paramedics should have this information along with the location where it is stored. If larger amounts are stored, such as 1,000 gallons or more of diesel fuel, it is considered as a tier 1 chemical and the county should also be supplied the information. Quantity amounts for each chemical stored to be classified as a tier 1 quantity should be researched as these amounts will differ based on the product.

Risk management is an important aspect that must be taken seriously in order to provide safe facilities and ensure the safety of park patrons, as well as those performing the work in the parks. It is highly recommended that a risk management plan be developed and then updated, as needed.

A successful Risk Management Plan should consider the following:


- Develop a plan of action by prioritizing identified hazards and determine the cost to correct them. Routine playground safety audits must be done to minimize liability.
- Address problems through the correction of hazards.
- Be pro-active to preventing accidents.
- Implement mandatory safety training for staff, immediately act on complaints, and repair equipment with parts from the equipment manufacturer.
- Document all inspections and corrective steps.

The staff should be trained to perform at a minimum the following duties:

- Continual monitoring of the physical condition of all facilities and open areas
- Conducting immediate repairs to minor unsafe facilities and areas
- Proper posting of unsafe conditions that cannot be immediately repaired
- Prevention of the use of unsafe equipment and facilities
- Reporting of safety hazards in writing
- Submission of accident reports
- Completion of major repairs as soon as possible

Continual education opportunities should be provided regarding the safety standards published by the American Society for Testing and Materials (ASTM), the United States Consumer Product Safety Commission (CPSC), and other such organizations. Staff members should also be familiar with contact procedures concerning legal requirements and inspections for conformity to sanitary regulations, criteria for licensing, fire laws, building and zoning codes, pesticide applications, and safety procedures. Fire extinguishers should be located in easily accessible places in the buildings and should be in a highly visible location in road department vehicles and on other equipment. The extinguishers must have a current inspection tag attached to them.

A risk management plan also requires adequate liability insurance coverage. In today's society - this is a must.



Since Jackson Township has no parks or recreation programs, they do not have designated parks and recreation personnel. Any work needed on the open space at Porters Cove has been completed by the public works staff, which consists of four employees. As the Township develops park sites, a fifth employee should be hired to maintain the parks, as well as assume other responsibilities. Recently a Township employee with a degree in Park and Resource Management has teamed up with the Zelienople director to expand local recreational opportunities.

Harmony Borough has four park sites that are maintained by the Director of Operations for the Borough. When needed, he can utilize two Water Authority staff to assist with projects in the parks. The Parks Board oversees the parks for the Borough and assists in the parks when needed.

Zelienople Community Park Association oversees the operation of Zelienople Community Park, which has served the recreational needs of Zelienople and Harmony for many years. Although the park land is owned by the Borough, the Community Park Association is responsible for maintaining, improving, programming, staffing, and overall operations of the park. A new Park and Recreation Manager was recently hired to oversee the daily park operations and plan a variety of programs. One maintenance person is charged with fully maintaining the park. For specialized work, he can request the assistance of public works staff. Additionally, a pool manager is retained to oversee the operation of the swimming pool.

Job descriptions are available for Zelienople Community Park personnel and Harmony Borough staff. Job descriptions should detail what each position entails, and should be given to current and new employees. Job descriptions should be reviewed regularly and discussed with employees. As things change within the parks, items may need to be added or deleted from the job descriptions to keep them up to date. All employees should be provided with a copy of their up-to-date job description. Seasonal/summer personnel must also have an understanding of the position they hold. Therefore, a job description should be written describing all duties, responsibilities, and skills required for the position. This should be given to all employees before they start, as a form of education concerning the job and what is expected of them.

The staffing level for the parks in each community should be periodically reviewed to determine if there is sufficient staff to meet existing demands by the general public as new facilities are developed and programs are offered. Sufficient staff must be in place in order to maintain the park system at the best possible standards. If the municipalities expect to regularly share staff under the cooperative agreement, all such arrangements should be formalized in a written agreement.

When new staff is needed to fill new or vacant positions, the Boroughs/Township follow standard hiring procedures. The position is advertised. Applications received are reviewed and narrowed down to the best overall candidates, who are personally interviewed. The best candidate is selected for the position.

Employees are afforded the opportunity to attend relevant workshops and seminars to stay up to date on park operations, maintenance, and programming. These opportunities are very important in ensuring that staff is knowledgeable in maintaining the parks safely and at the highest standards.

Staffing Needs Analysis

The current maintenance staff has been able to handle all safety issues and maintain the parks in a good condition. However, there are a number of additional maintenance and upkeep tasks, as noted on the park facility matrix for each park, which should be undertaken to further improve the facilities.

It may be necessary to hire additional full time staff, or at least additional seasonal/summer personnel to accomplish recommended tasks. As new facilities are developed and existing facilities are improved, maintenance must be considered and dedicated staff hired to properly maintain these areas and facilities to the high standards that the residents should be provided. It is important for the Zellenople Community Park Association, Harmony Borough, and Jackson Township to provide quality development and maintenance of recreation and parks for several reasons:

1. Quality recreation programs and parks decrease the crime rate.
2. They enhance the quality of life for the residents.
3. They improve the economy.
4. They encourage new residents to move into the area increasing the tax base.
5. It can encourage more tourism.
6. Parks increase property values and attract business and industry.
7. Recreation programs/facilities improve fitness and wellness of the residents.

In order to achieve this, adequate staffing is required to meet the demands and needs of the residents and properly maintain the facilities.

Background checks and clearances are imperative to help ensure the safety of park users. Act 153 "The State of Pennsylvania Comprehensive Background Checks Act of 2014" details all requirements to be in compliance with this Act. Both of the Boroughs and the Township do conduct background checks on their employees when hired. These checks need to be renewed regularly as required under the above mentioned Act. Additionally, the sports organizations do background checks for their coaches who utilize the fields in the parks.

Volunteers

As discussed above, the Zellenople Community Park Association is a volunteer group responsible for maintaining, improving, programming, staffing, and the overall operations of the park. They have the arduous task of providing quality facilities in the park while operating within a limited budget. They have done an excellent job in maintaining existing facilities, developing new facilities, and offering a variety of programs. Harmony Park Board has also done a good job in providing several park facilities for their community.

Nongovernmental organizations are already doing volunteer work in the area, for example Allegheny Aquatic Alliance cleaning up the Connoquenessing Creek since 2012. These groups can be valuable partners in providing programs because they already have established a pool of local volunteers, who are often knowledgeable and committed to some aspect of community recreation. Knowing the programming priorities of existing organizations can help establish common ground and a foundation for partnership – see Table 3-3 – that can increase the participation and effectiveness of their volunteers.

Volunteers are an integral part of providing adequate staff in the field of parks and recreation. Staffing is a problem faced by almost every parks and recreation department. There is never enough staff to accomplish

everything that needs to be completed, therefore, it is imperative to establish a sound group of volunteers to assist with programming and other aspects of parks and recreation. Following is a list of potential volunteer resources that can be found in many communities:

1. Boy Scouts, Girls Scouts & similar organizations – The opportunity to work with these groups is very rewarding for both the organization and the community. They are generally required to do community service and/or projects to earn merit badges or advance to higher levels in the organization. Utilizing them to help with programs can provide much needed assistance in running games and other activities. A Boy Scout working on his Eagle Scout project may provide a park with a new facility, improve maintenance on an existing facility, or perform other work on various projects that may not otherwise be done. Projects should allow them to use their leadership skills and learn at the same time. Opportunities to work with the Girl Scouts and other similar organizations should be explored. It is imperative to remember that after these organizations complete a project, maintenance of the project becomes the responsibility of the community. Therefore, careful thought must be given before approving their projects.

2. Community service organizations – such as church groups, student groups, men's and women's organizations, or service organizations including the Elks, Moose, Lions, Rotary, Garden Clubs, etc. Organizations will often offer their services and/or financial support to help the community provide a higher quality of life for the residents.



3. High School/College Students – Students will look for opportunities to do volunteer service so they can include this on scholarship applications or resumes. This is an excellent source of volunteers for programs or small projects.

4. Corporate volunteers – Many businesses now encourage their employees to contribute volunteer time in various capacities. Connecting with these companies and establishing viable volunteer opportunities that are interesting and rewarding for their employees can develop a long-lasting source of volunteers. Working with a special needs event is especially rewarding for these volunteers.



Zelienople Rotary maintaining Harmony Visitor Center

5. Required community service individuals – Generally individuals that have been in trouble for some violation of the law. The courts normally require them to do a certain number of hours of community service in lieu of fines and/or jail time. These individuals can perform minor maintenance tasks, or help with special events. The number of required hours generally isn't long enough to depend on them for any major projects. The individual or legal guardian must sign a waiver indicating that they are not covered under workmen's compensation, and the final number of hours they complete.

6. Concerned Citizens – These individuals are citizens that are genuinely concerned about the welfare of the community and are willing to devote some of their time to benefit the community through wholesome recreation opportunities.

7. Friends Groups – Friends groups are usually concerned citizens that have gone a step further to support the community. They are normally set up as a non-profit 501 C-3. Zelienople has a Friends of the Park organization that assist in obtaining funding to renovate and revitalize Community Park. Jackson Township's CDC is a 501-C3 organization that can assist as a funding source in the development of Township parks.



8. Adopt-A-Park – This is a group that will adopt a specific park as their project and help with maintenance and various projects in that park.

9. Renewal Incorporated – This organization provides prisoners the opportunity to go out and work in communities as volunteers assisting with various projects.

10. Senior Community Service Employment Program – This service provides older adults the opportunity to work at no cost to the municipality. www.experienceworks.org

11. Student Conservation Association – Provides students of all ages volunteer opportunities, including summer programs and internships serving and protecting national parks, forests and urban green spaces. www.theSCA.org

12. AmeriCorps – This is a national service program that allows people of all ages and backgrounds to earn money which helps pay for education in exchange for a year of service. Some funds may be required to pay these individuals. www.americorps.org

13. Pennsylvania Outdoor Corps - offers work experience, job training, and educational opportunities to young people who complete recreation and conservation projects on Pennsylvania's public lands. Consists of two components: a six-week, summer program for youth between the ages of 15-18; and a ten-month program for young adults ages 18-25, which will launch in early 2017. paoutdoorcorps@thesca.org



The above list of volunteer resources helps provide some areas from which to seek volunteers to supplement staffing for the parks and for programs. Even though these individuals are generally not paid for their services, there is an extensive amount of time and effort involved in locating these individuals and providing the proper guidance, training and direction to maintain quality in the parks and programs they are associated with. Often it is difficult to retain them as a continued volunteer resource. It is important to maintain records indicating the volunteer's name, type of volunteer work done, and the number of hours they volunteered. The use of volunteers by the Boroughs/Township will need to be developed and expanded as more recreational opportunities become available.

Other Staffing Opportunities

Other potential staffing opportunities that require some municipal funds are listed below. Additional research into each area may be required to determine which opportunities are a viable alternative for the Township.

Pennsylvania Higher Education Assistance (PHEAA)

PHEAA offers a work study program for students in the field of parks and recreation and other fields. Local government agencies can apply to receive a list of students in the area who are eligible for this program. PHEAA will pay 40% of the student's wages while working under the work study program. This is an excellent opportunity to help a student get experience while keeping the wage costs down for the recreation and park program. Applications should be submitted by December for the upcoming summer program. www.pheaa.org



Internships and Practicums

There are a number of colleges and universities that offer course curriculums in the area of parks and recreation. The students studying in the various fields offered within the parks and recreation departments are often required to do practicums and internships before earning their degrees. These students are an excellent source of help for municipal recreation programming. A practicum student usually has to work 120 hours to complete their requirements, while an intern student has to do anywhere from 400 to 600 hours of work to complete their internship. These students like to find positions where they are paid, but compensation isn't a requirement. Since these students are in the field of parks and recreation, they usually have a genuine interest in what they are doing, knowing that they will be graded on their efforts and that there are potential jobs opportunities that can

come from this work. As part of their work they are normally assigned a project to complete that will benefit the community. Penn State University, Slippery Rock University, California University, Butler County Community College, Lock Haven University, York College, East Stroudsburg, Temple, as well as a few other schools in Pennsylvania have curriculums in parks and recreation and can be contacted to locate students that are potentially available for doing a practicum or internship.



Peer to Peer Grant

The Peer to Peer project is a consulting service coordinated with the Bureau of Recreation and Conservation to help the grantee solve an existing problem or improve services in a specific area. This service provides the grantee with management related technical services of an experienced professional who has extensive training, knowledge, and experience in the issues related to the project. When the project is completed, the grantee will be provided with a course of action and set of recommendations to help address the problem studied and will be encouraged to consider and implement the proposed recommendations. (Taken from the DCNR Peer-to-Peer Technical Assistance Projects General Information and Guidelines)

Personnel Policies

Personnel policy manuals are available for community staff. The manual helps employees understand their rights and requirements as an employee. It helps avoid potential personnel issues that may arise in the future.

Additionally, an employee appraisal system should be in place. Doing a performance evaluation will provide employees guidance for improvement in their specific area of responsibility.

Employees should continue to be provided opportunities to attend educational sessions. Continued training and education is very important in keeping employees and volunteers up to date on changing trends and issues in their respective areas. The Boroughs/Township should be aware of upcoming conferences, workshops, and seminars that may benefit the employees and volunteers serving the community. There are numerous opportunities throughout the year, such as the playground maintenance workshop, trail maintenance workshops, and turf and infield maintenance workshops. DCNR and the Pennsylvania Recreation and Park Society offer many learning opportunities throughout the year for maintenance and administrative employees as well as park and recreation boards/authorities. These programs help them have a better insight into their roles in the community and into how to improve recreation and park experiences for their residents.

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administration

Public Relations and Marketing

Effective communication is imperative to inform residents of the communities about recreational facilities and programs. As in many communities, knowledge of the recreation facilities available and program opportunities is an issue. Residents cannot take advantage of opportunities if they are not aware of the facilities and programs that are offered. Therefore, spending resources on public relations and marketing is money well spent. Public relations, marketing, customer service, and community relations are four complementary functions that have the same goal: making the recreation and park services more successful.

In order for any marketing strategy to be successful, strategists have to know the needs of the community and offer programs and facilities that will meet those needs. The programs and facilities must be high quality and affordable. Using catchy titles for programs is another way that often encourages participants.



Positive participation results at a Harmony Christmas Market

There are seven principal types of marketing communications used by recreation and park agencies: (1) personal selling; (2) advertising; (3) incentives and special promotions; (4) point of participation communications; (5) publicity; (6) word of mouth; and (7) post-participation communication. Each of these should be explored and incorporated into future marketing efforts as programs and facilities are developed. (See chapter four of the handbook "Municipal Recreation Programming" available from DCNR for more details on marketing)

*Two of the **most effective methods** for promoting facilities and programs are by **word-of-mouth**, as indicated by 35.96% of the respondents on the survey, and **positive participation results in events**. This is true in almost any area where quality programs and events are offered.*

To successfully provide a vibrant parks and recreation programming initiative, it is vitally important for Zellenople Community Park Association, Harmony Borough, and Jackson Township to continue to utilize their current marketing methods and develop new methods. Currently, the following marketing methods provide residents with information: websites with links to other sites, newsletters, the community recreation survey, bulletin boards, flyers, calendars, social media, and Butler Tourism.

The use of social media to disperse information to the residents has become a very effective way for residents to obtain information, especially for the younger generation. Forms of social media that have become popular are: Pinterest, Instagram, Snapchat, YouTube, Flickr, Groupon, and LinkedIn. According to the survey,

*47.26% indicated that they receive information through **social media**; 44.56% indicated they prefer this method.*

The website provides information and a variety of current happenings in the area, including an on-line calendar which is a great way to provide an 'at a glance' view of the meetings and major upcoming programs and events. It is imperative that the communities continue to maintain and update the websites regularly so that everything is current. Consideration should be given to developing virtual reality (VR), augmented reality and 360-degree tours of the parks. NRPA predicts that this will be the new standard replacing printed programs that describe park and recreational programs and facilities.



Website, Friends of Zellenople Community Park

With the websites providing a link to other sites, residents and non-residents can obtain information about a large variety of program opportunities offered by partners. The website could be used for a bi-weekly/monthly e-newsletter to provide additional or updated information on activities, meetings, or other community happenings. Of those surveyed, 28.42% indicated they receive the information through emails. However,

67.35% indicated they would like to receive the program information through an email; nearly all respondents provided their email address in order to receive the information in the future.

Another method that some municipalities are using is Reverse 911 and Swift Reach. There is an annual cost associated with this method for the company to send out the community's information through emails, Facebook, and Twitter. This method does eliminate some staff time in maintaining the database of information required to disseminate this information through these channels.

Flyers are another effective method for providing information to the residents. 17.12% of those completing the survey indicated they receive their information this way and 17.01% indicated that this is their preferred method. Circulating flyers through the schools can be effective in reaching many of those with school age children, but it eliminates everyone else. If the programs being marketed are for the school-age group, it is important to include those children who attend parochial schools and those who are home-schooled. Flyers can also be used to inform residents through the businesses and as inserts or articles in church bulletins.

Newsletters still remain an effective method of disseminating information with 19.96% indicating they receive their information this way; 30.27% indicated this is their preferred method.

The use of the local newspaper and magazines are effective methods that can be used to provide information to the residents in the area; however, not everyone receives a newspaper or the magazines. Posting the newsletters and newspapers on the website can increase their reach.

Signs are another very effective way for providing information about programs, if they are permitted by the community. The use of street signs in advertising programs can serve as a reminder to residents of any upcoming programs when placed at strategic locations throughout the area. The use of banners, kiosks, bulletin boards, etc. can provide other viable opportunities for marketing.

These are all effective ways to reach the residents with the desired information concerning events in the area. However, even with the communities using many of these methods

61.51% of people indicated that they do not participate in recreation programs at the park due to lack of knowledge

As additional recreational activities are developed, and new technology becomes available, the communities will need to expand their marketing efforts. In order to guide the communities in the area of public relations and marketing, policies should be established in the regional recreation agreement to ensure that each community is disseminating up to date information using the most cost effective methods to reach all residents.

Policies and Procedures

The Zellenople Community Park has some established policies and procedures that govern the general operation of recreation and park functions. The following policies and procedures are in place:

1. Pavilion rental contracts
2. Private pool party rental contracts
3. Various posted signage concerning rules
4. Proper handicap parking signage in some locations

A list of park rules and regulations that detail the park user's responsibilities while utilizing the park facilities needs to be posted at various locations in the park. Likewise, Harmony Borough should post rules and regulations in appropriate areas. Jackson Township will have to establish a list of park rules and regulations for use of future park sites.

In order to administer a quality recreation organization, it is imperative to be well organized. Establishing a well-defined administrative manual helps to keep important information easily accessible.

A park administrative manual consists of several different manuals including: a general operation manual, a park operation manual, a program operation manual, a facility rental manual, and a risk management manual. Each of these manuals is broken down into subsections containing pertinent information pertaining to the main topic. These manuals should be updated on a regular basis. These documents will provide staff with valuable information that is easy to locate. They help the staff to function in an organized and effective manner in all areas of administering recreation and park demands.

The following is a list of elements that should be included in the administrative manual:

- Park and Recreation Mission Statement/Goals/Objectives
- Facility use/rental policy
- Programming policy to include non-discrimination policy, fees and charges policy, and non-resident use policy
- Organizational chart, job descriptions (full and part-time personnel), personnel benefit description, job evaluation instrument, hiring procedure for full/part-time personnel, disciplinary procedures and in-service training staff procedures
- Procedures for financial expenditures and collection of fees
- Public relations/marketing procedures
- Copy of municipal liability insurance policies for facilities and programs
- Risk management plans
- Intergovernmental cooperative agreements
- Utilization of volunteers/organizations
- Policies for fundraising

The development and maintenance of these types of documents will afford all staff the ability to work together as a team, with each team member fully aware of their respective roles and responsibilities.

Record-Keeping Procedures

Accurate record keeping is vital to the success of any recreation and park effort. It ensures the effectiveness and efficiency of the program, and will eliminate the possibility of forgetting important information that can be used in the future to advance and/or protect each community in many areas. The importance of keeping good records cannot be over-emphasized. Written records are especially important when you are writing grants, preparing the budget, submitting for awards, and in the case of liability issues.

Following is a list of records that should be maintained, updated continually, and filed properly for quick reference.

Program attendance records – these are effective in determining if the program is growing, maintaining status-quo or losing participants. Although attendance will vary with the seasons, over a period of time it will help determine when specific programs should be offered.

Program evaluation records – these records will provide direction in offering programs that meet the needs of the residents and ways to improve the programs offered.

Inventory records – these records will help the staff know what equipment and facilities are available, when they were purchased and constructed, where they were purchased, who was the manufacturer, their condition and any other pertinent information concerning the product or facility. These are especially important if the product or facility has a warranty.

Replacement records – these provide guidance for budgeting and for determining the quality of the product or facility, and indicate if the department received full value from the initial purchase.

Equipment maintenance records – these records ensure that all of the equipment is properly maintained, preventative maintenance is used, and warranties are protected.

Inspection records – these are especially important in risk management. They will record all pertinent information needed to ensure the safety of the users by reporting damages. The municipalities can then make repairs in a timely manner and avoid potential liability issues. Playground inspection records are of vital importance.

Pesticide application records – if used, detailed information on any pesticide applications must be maintained to avoid potential liability issues and to establish proper maintenance of areas where these applications are applied.

Daily work log – this will provide the essential information for scheduling, determining what the staff is accomplishing, showing the time taken to complete a project and indicates additional staff needs.

Volunteer records – maintaining a list of volunteers, the projects or programs they are involved with, and the number of hours they work will provide important information for retaining volunteers, determining future volunteer needs, and providing volunteers with information they may need in obtaining jobs, scholarships, etc.

implementation

This is where the rubber hits the road! Through the planning process, the existing conditions of the Township have been studied and evaluated. Coupled with the direction received from municipal leaders and the feedback from residents, collected as a part of the public input process, a number of recommendations have been identified and will serve as a guide for the Township in the next five to ten years.

Implementing the recommendations of this Plan will be the role of many individuals working collaboratively toward the development of recreational resources and opportunities to better the lives of the community and its residents. Accomplishing these goals in a logical and strategic way is imperative to the success of this Plan and the recommendations offered herein.

To aid in this effort, the following table offers an implementation matrix that assigns a targeted priority, who will be responsible and an estimated financial obligation. The implementation matrix serves as a starting point for Jackson, Harmony, and Zellenople officials and staff to move forward with a logical and targeted approach.

1 Develop facilities that will meet the needs of all residents within the region			
Implementation Strategies			
	Responsible Partners	Potential Funding	Potential Cost
Prepare for the development of Jackson Township's new recreation facilities			
1.1	Coordinate plans to meet the future needs of each municipality		
	Council/Commissioners, Regional Rec Board, Director & Twp Manager	N/A	Staff time
1.2	Acquire and develop the Reservoir Property as a soccer complex, with additional amenities as indicated on the site plan (page 2.13)		
	Township Commissioners & Manager	Grant, Twp budget	\$3.9 million
1.3	Develop Porters Cove according to the proposed site plan (page 2.19)		
	Township Commissioners & Manager	Grant, Twp budget	\$1.5 million
	i. Coordinate development of canoe/kayak launch with Wild Waterways Conservancy		
	Township Manager	Grant	Based on scope
	ii. Acquire or lease additional adjacent parcels		
	Township Commissioners & Manager	Grant, Twp budget	Based on agreement
1.4	Identify and acquire additional park property that fulfills known recreation needs		
	Township Commissioners & Manager	N/A	Staff time
	i. Develop additional, lighted athletic facilities including soccer, baseball, and softball fields and publicly available courts		
	Regional Rec Board & Twp Manager	Grant, Sponsors	Based on scope
	ii. Ensure adequate ballfields are available for the Athletic Association's future needs		
	Regional Rec Board & Twp Manager	Grant, Sponsors	Based on scope
	iii. Ensure adequate open space is available		
	Council/Commissioners, Manager & Developers	Grant, Developers	Based on scope
	iv. Prioritize park land that adds to the trail network		
	Council/Commissioners, Regional Recreation Board & Township Manager	Grant	Based on scope
	v. Coordinate with the nursing facility on Evergreen Mill Road for possible use of floodplain property		
	Township Manager	Partnerships	Based on scope
	vi. In coordination with school district, plan for future use of Ehrman Road property		
	Township Manager	N/A	Staff time
1.5	Ensure that all new facilities and amenities are ADA compliant		
	i. Design all routes to be accessible		
	Director and Staff	Grant	Based on scope
	ii. Provide accessible picnic tables in all pavilions		
	Director and Staff	Grant	\$800 each
	iii. Ensure accessible parking spaces include proper surface markings and signage		
	Director and Staff	Grant	\$1,500 each

Sustain the quality of **existing recreation facilities**, and plan for increased level of use

1.6	Coordinate development of the Harmony Trail between Harmony Borough and Jackson Township		
	i. Develop a small parking area at the entrance to the Harmony Trail		
	Regional Rec Board, Harmony Park Board	Grant, Boro budget	\$30,000 - \$50,000
	ii. Repair eroded areas of the Harmony Trail		
	Regional Rec Board, Harmony Park Board	Grant, Twp budget	\$2,900
	iii. Improve accessibility of the Harmony Trail in accordance with the ADA		
	Regional Rec Board, Harmony Park Board	Grant, Boro budget	\$1,500 - \$3,000
	iv. Plan for future development of the Harmony Trail in accordance with the Creekside site plan (page 2.24)		
	Regional Recreation Board, Harmony Park Board, Township Manager	Grant, Sponsors	\$ 1.1 million
1.7	Construct a maintenance facility with office in Community Park		
	Community Park Association	Grant, Budget	\$300,000
1.8	Construct the skate park in Community Park		
	Council, Community Park Association, Director	Grant, Sponsors, Borough budget	\$700,000 - \$800,000
1.9	Consider constructing a community center at Community Park to serve the programming and facility rental needs of the region		
	Council, Director, Regional Rec Board, Community Park Association	Grant, Sponsors	\$2 - \$3 million
1.10	Ensure all existing facilities are ADA compliant. See park inventory in Appendix A.		
	Director, Harmony Board & Staff	Grant	Based on scope
1.11	Coordinate park signage		
	i. Provide adequate wayfinding signage in each park		
	Council/Commissioners, Director, Harmony Board & Community Park Association	Twp/Boro budget	\$300 - \$3,000 per sign
	ii. Ensure required signage is displayed at all playgrounds		
	Director, Harmony Board, Community Park Association & Staff	Twp/Boro budget	\$150 - \$300
1.12	Coordinate park equipment		
	i. Install trash receptacles with domes to improve park aesthetics		
	Director, Harmony Board, Community Park Association & Staff	Borough budget	\$300 - \$700 each
	ii. Install swing/slide mats under appropriate facilities to decrease maintenance and increase safety		
	Director, Harmony Board, Community Park Association & Staff	Borough budget	\$200 - \$500 per mat
	iii. Install an adequate number of dog waste stations in parks and along trails where dogs are permitted		
	Director, Harmony Board, Community Park Association & Staff	Borough budget	\$150 - \$300 each

2 Develop a comprehensive, interconnected multi-modal **trail** system throughout the region

Implementation Strategies			
	Responsible Partners	Potential Funding	Potential Cost
2.1	Adopt a regional trail plan (page 2.31)		
	i. Township and Boroughs approve conceptual trail routes as presented in this plan, or comparable alternative routes		
	Township & Borough Staffs	N/A	Staff time
	ii. Continue to work with existing regional planning group to ensure proposed Township and Borough trails connect with trails planned by Cranberry, Adams, Pine, and Marshall Townships		
	Township Manager & Staff	N/A	Staff time
2.2	Add priority trail routes and connections to the official map of each municipality		
	Township Staff	N/A	Staff time
2.3	Design and build multimodal trails that include hiking, biking, mountain biking, and cross country skiing wherever possible		
	Developers, Regional Rec Board, Zelienople Director, Township Manager	Developers, Partnerships, Grant	Based on scope, Developers
2.4	Identify opportunities to coordinate trail construction with other projects to maximize efficiency		
	i. Work proactively with developers to use land dedication strategically as an opportunity to build the trail network		
	Commissioners, Manager, Developers	Grant, Developers	Based on scope
	ii. Incorporate trail building and maintenance into municipal road improvement plans		
	Borough/Township Manager	Grant, Budget	Based on scope
	iii. Widen paved shoulders to be used as bike lanes to at least five (5) feet, or ten (10) feet for a two-way trail		
	Borough/Township Manager	Grant, Budget	\$9,000 - \$50,000 /mi
	iv. Coordinate with PennDOT to add trail connections or bike lane construction on planned/ongoing projects		
	Borough/Township Manager	Grant, Budget	Based on scope
	v. Use trail corridors/projects to enhance watershed protection, stream buffering, preservation of open space, flood mitigation, and steep slope protection		
	Borough/Township Manager	Grant	Based on scope
	vi. Plan trailheads and rest areas in coordination with facilities that provide public parking,		

2.5	Develop local trail connections		
	i. Construct the Zellenople Loop Trail		
	Zellenople Commissioners, Director	Grant, Budget	Based on scope
	ii. Plan for trail crossing opportunities along State Route 19 and Interstate 79 to maximize connectivity		
	Council/Commissioners, Regional Rec Board, Director & Township Manager	Grant, Budget	Based on scope
	iii. Include trail connections in any new or renovated park properties, and existing trails e.g. ECOZ		
	Regional Rec Board, Director, Township Manager, Harmony Board & Partners	Grant, Boro/Twp budget	Based on scope
	iv. Work with the school district to add bike lanes to Little Creek Road improvement plans		
	Township Manager, SVSD	Grant, Twp budget	\$9,000 - \$50,000 /mi
2.6	v. Coordinate with the school district to construct a one-lane bridge over the Connoquenessing Creek via the nursing home property on Evergreen Mill Road		
	Commissioners, Twp Manager, SVSD	Grant, Twp budget	\$200,000 plus engineering fee
	vi. Link recreation and commercial centers and points of interest in Jackson Township, Zellenople and Harmony		
	Council/Commissioners, Director, Twp Manager	Grant, Boro/Twp budget	Based on scope
	Plan for connections to regional destinations		
	i. Work with surrounding municipalities and counties to locate trail connection opportunities		
	Council/Commissioners, Director, Twp Manager, Neighboring Communities	Grant, Boro/Twp budget	Based on scope
	ii. Pursue connecting routes to North Country Trail, Rachel Carson Trail, Brush Creek Trail, and Hereford Manor		
	Council/Commissioners, Director, Township Manager & Partners	Grant, Boro/Twp budget	Based on scope
2.7	Designate the Connoquenessing Creek as an official water trail. Work with Wild Waterways Conservancy and Allegheny Aquatic Alliance to:		
	i. Acquire new public launches		
	Regional Recreation Board, Director, Township Manager & Partners	Grant, Boro/Twp budget	\$25,000 - \$300,000
	ii. Improve existing launches		
	Regional Recreation Board, Director, Township Manager & Partners	Grant, Boro/Twp budget	\$25,000
	iii. Market the water trail		
	Regional Recreation Board & Partners	Grant, Sponsors	Based on scope

3 Initiate multi-municipal efforts to maximize efficiency and effectiveness in administration of parks and recreation			
Implementation Strategies			
	Responsible Partners	Potential Funding	Potential Cost
3.1	Establish a regional Parks and Recreation Board (page 2.40)		
	Borough and Township Executives, Community Park Association	N/A	Staff time
	i. Develop a written multi-municipal agreement. Develop slowly with defined steps toward a strong foundation and mutual understanding ii. Establish a Board with representatives from Jackson Township, Zelienople Borough, Harmony Borough, and Seneca Valley School District iii. Establish the agreement as open-ended to provide for future facilities and potential inclusion of neighboring communities		
3.2	Establish a well-defined administrative manual for each municipality (page 3.23)		
	Director, Twp Manager, Harmony Board and Community Park Association	N/A	Staff time
	i. Coordinate resident/non-resident use policy for park facilities in each municipality		
	Regional Rec Board, Director, Twp Manager, Harmony Board and Community Park Association	N/A	Staff time
	ii. Coordinate resident/non-resident policy for program participation & facility rental		
	Regional Rec Board, Director, Twp Manager, Harmony Board and Community Park Association	N/A	Staff time
3.3	Coordinate the use of technology to better administer recreation		
	Regional Rec Board, Director, Township Manager & Harmony Board	Boro/Twp budget	Cost of software or service
	i. Purchase a recreation software program ii. Establish online registration capabilities for program registration and facility rental		

4

Develop strong **partnerships** to extend recreation capabilities and program offerings

Implementation Strategies			
	Responsible Partners	Potential Funding	Potential Cost
4.1	Partner with the Zelenople Community Park Association Board to leverage opportunities, resources, and potential funding sources		
	Regional Rec Board, Director, Township Manager & Harmony Board	N/S	Staff time
4.2	Work closely with Seneca Valley School District to take advantage of shared resources, educational programming opportunities, and student involvement		
	Regional Rec Board, Director, Township Manager & Harmony Board	Grant, Boro/Twp budget	Based on project
4.3	Develop a partnership with Wild Waterways Conservancy and Allegheny Aquatic Alliance to enhance programming opportunities and aid environmental preservation		
	Regional Rec Board, Director, Township Manager & Harmony Board	Grant, Boro/Twp budget	Based on project
4.4	Work closely with Historic Harmony Inc. to preserve and promote the history of the area through programming		
	Regional Rec Board, Director, Township Manager & Harmony Board	Grant, Boro/Twp budget	Based on project
4.5	Coordinate efforts with the Indian Brave Campground to foster a quality relationship that will benefit all entities involved		
	Regional Rec Board, Director, Township Manager & Harmony Board	Grant, Boro/Twp budget	Based on project
4.6	Expand cooperative opportunities with the sports associations to facilitate field maintenance and construction as well as fundraising		
	Regional Rec Board, Director, Township Manager & Harmony Board	Grant, Boro/Twp budget	Based on project
4.7	Expand partnership opportunities with businesses in the region, including sponsorship and efforts to promote the region and its businesses to trail users		
	Council/Commissioners & Regional Recreation Board	Grant, Boro/Twp budget	Based on project
4.8	Become a member of the Recreation Alliance of North Pittsburgh (RANP)		
	Regional Recreation Board & Director	Boro/Twp budget	None/ Based on participation
4.9	Become a member of the Pennsylvania Recreation and Park Association (PRPS)		
	Regional Recreation Board & Director	Boro/Twp budget	\$55 - 120 per member

5 Ensure long-term financial stability & prepare to fund new recreation infrastructure			
Implementation Strategies			
	Responsible Partners	Potential Funding	Potential Cost
5.1	Adopt a public land dedication/fee-in-lieu of ordinance for residential and business developments in all municipalities		
	Council/Commissioners & Manager	N/A	Staff time
5.2	Develop an equitable financial agreement as part of the Regional Recreation Board		
	Regional Recreation Board, Director, Township Manager, Harmony Board & Community Park Association	Boro/Twp budget	Based on agreement
5.3	Develop a coordinated three, five, and ten year capital improvement budget and capital purchase budget		
	Council/Commissioners, Director, Township Manager, Harmony Board & Community Park Association	Boro/Twp budget, Grant	Based on scope
5.4	Design, develop and maintain facilities to be financially sustainable		
	Council/Commissioners, Director, Township Manager, Harmony Board & Community Park Association	Boro/Twp budget, Grant	Based on scope
5.5	Develop a resident/non-resident fee structure for facility rental and programs		
	Director, Township Manager, Harmony Board & Community Park Association	N/A	Staff time
	i. Review fee structure annually ii. Establish the ability to receive credit card payments		
5.6	Design recreation programs that are financially sustainable through user fees, donations, and sponsorships		
	Director, Twp Manager, Harmony Board	N/A	Staff time
5.7	Plan coordinated fundraising activities		
	Regional Recreation Board, Director, Township Manager, Harmony Board and Community Park Association & Partners	Boro/Twp budget	Staff time, Cost of printing
	i. Develop relationships with potential sponsors, foundations, and other funding sources ii. Develop a professional brochure for soliciting donations or other fundraising iii. Coordinate with existing nonprofit organizations such as the Jackson Township CDC, Community Park Association and the baseball association		
5.8	Pursue a variety of Grant for park development		
	Regional Recreation Board, Community Park Association, Director, Township Manager, & Harmony Board	N/A	Staff time
	i. Use other funding sources as matching funds to reduce municipal financial burden ii. Plan projects to accomplish multiple goals, such as ecological or transportation		

6	Develop programs that meet the needs, interests, and desires of all residents of the region		
	Implementation Strategies		
	Responsible Partners	Potential Funding	Potential Cost
6.1	Plan outdoor concerts/movies; see page 3.4 for other programs that residents identified as desirable		
	Director, Community Park Association, Twp Manager, Harmony Board & Staff	N/A	Based on event
6.2	Develop a program operational manual, especially for special events/festivals		
	Director, Township Manager, Harmony Board & Staff	N/A	Staff time
6.3	Ensure all programs comply with ADA requirements (page 3.8)		
	Director, Township Manager, Harmony Board & Staff	N/A	Staff time
6.4	Expand special needs programs offered		
	Director, Township Manager, Staff, School District, & Partners	Boro/Twp budget and User fees	Based on instructor fee
6.5	Ensure program opportunities for all ages – preschool through seniors		
	Director, Township Manager, Staff & Partners	Boro/Twp budget and User fees	Based on instructor fee
	i. Increase programming for seniors ii. Provide passive recreation opportunities for all ages iii. Develop intergenerational programs iv. Increase family-friendly programs		
6.6	Diversify program offerings		
	Director, Township Manager, Staff, School District, & Partners	Boro/Twp budget and User fees	Based on instructor and facility fees
	i. Consider activities in the areas of arts and crafts, performing arts, cooking, etc. ii. Offer technology programs such as Minecraft iii. Coordinate with the school district for use of facilities iv. Coordinate with local private entities to provide expert instructors or specialized facilities that are otherwise unavailable in the community, e.g. Hartmann's Deep Valley Golf course offering golf classes to high school students		
6.7	Coordinate with local organizations to offer interpretive programs		
	Director, Township Manager, Staff, School District, & Partners	Boro/Twp budget and User fees	Based on instructor fee
	i. Coordinate with the school district and local conservation groups to provide educational and/or environmental programs ii. Offer interpretive programs using natural features in the parks iii. Offer educational programs using historical features of the region		

6.8	Develop outdoors programming		
	Director, Township Manager, Staff, School District, & Partners	Boro/Twp budget and User fees	Based on instructor fee
	i. Offer a variety of adventure programs ii. Develop hiking and biking programs iii. Utilize the Connoquenessing Creek to offer a variety of canoe/kayak, fishing, aquatic, and conservation programs iv. Include outdoor winter program opportunities v. Utilize the "Get Outdoors PA" program information available online		

7 Develop a coordinated marketing and public relations plan to promote recreation and better serve all residents of the region			
	Implementation Strategies		
	Responsible Partners	Potential Funding	Potential Cost
7.1	Develop a coordinated multi-municipal marketing plan to increase communication and awareness of parks, facilities, and programs available regionally		
	Regional Recreation Board	N/A	Staff time
7.2	Increase use of digital media		
	Regional Recreation Board, Director, Township Manager & Staff	N/A	Staff time
	i. Add a calendar of programs and events to each municipality's website ii. Provide a link on each municipality's website to other recreation providers in the area iii. Use social media when appropriate to promote recreation in the region		
7.3	Develop a comprehensive email database of interested residents		
	Regional Recreation Board, Director, Township Manager & Staff	N/A	Staff time
7.4	Develop a brochure of the areas parks, amenities available at each, and which amenities are accessible in compliance with the ADA		
	Regional Recreation Board, Director, Township Manager & Staff	Grant, Boro/Twp budget	Staff time, Printing cost
7.5	Work with Butler tourism to expand media reach and increase tourism		
	Regional Recreation Board, Director, Township Manager & Staff	N/A	Staff time
7.6	Capitalize on regional baseball tournament to publicize recreation assets		
	Regional Recreation Board, Director, Twp Manager & Athletic Association	N/A	Staff time
7.7	Capitalize on existing and expected bicycle through-traffic for economic development, with dedicated trails, identified routes, and promotional marketing of routes and regional assets		
	Regional Recreation Board, Director, Township Manager & Staff	N/A	Staff time

8	Promote sustainability through conservation and preservation of valuable open space		
	Implementation Strategies		
	Responsible Partners	Potential Funding	Potential Cost
8.1	Integrate preservation and conservation into facility and trail planning		
	Council/Commissioners, Director, Harmony Board, Twp Manager & Staff	N/A	Depends on scope
	i. Preserve open space areas that contain features of natural or cultural significance		
	ii. Preserve the integrity of streams, hillsides, and environmentally sensitive areas in the parks, including riparian buffers and stream erosion controls in all facility plans		
	iii. Include designated natural areas and greenway corridors in recreation plans		
8.2	Build a culture of sustainability within the parks and recreation organization's day to day operations		
	Director, Twp Manager & Staff	Grant, Budget	Based on scope
	i. Promote green building practices and the use of alternative methods for park development and maintenance		
	ii. Use water reduction and conservation, recycling, composting, lighting, etc.		
8.3	Preserve for wildlife all dead trees and down trees and native vegetation, as long as they are located in areas that will not create a hazardous condition for park users		
	Director, Twp Manager & Staff	N/A	Staff time

9	Ensure the municipalities have adequate qualified staff to successfully develop and maintain quality facilities and programs		
	Implementation Strategies		
	Responsible Partners	Potential Funding	Potential Cost
9.1	Increase staff to improve park maintenance and support park development		
	i. Periodically review staffing levels as the regional park system grows		
	Council/Commissioners, Township Manager & Director	Boro/Twp budget	Budgeted wage
	ii. Implement alternative hiring practices to supplement staffing needs, such as interns or practicum students (page 3.18)		
	Director, Harmony Board, Township Manager & Community Park Association	Boro/Twp budget	Budgeted wage or stipend
9.2	Ensure all entities involved in parks and recreation have well-defined job descriptions, including employees, volunteers, municipal recreation boards, and the regional recreation board		
	Director, Harmony Board & Township Manager	N/A	Staff time
	i. Any staff duties shared between municipalities under a cooperative agreement, this must be formalized in a written agreement and be part of the job description of the		
9.3	Increase volunteer participation		
	Community Park Association, Director, Twp Manager, Harmony Board & Staff	N/A	Staff time
	i. Establish a list of volunteers willing to donate time, service, and materials, including scout organizations and businesses		
	ii. Develop a volunteer record sheet (see page 3.18/3.24)		
9.4	Provide employees and volunteers the opportunity to attend available workshops, seminars, and conferences		
	Director, Harmony Board, Township Manager & Staff	Boro/Twp budget	Based on opportunity cost
9.5	Update background checks periodically		
	Director, Harmony Board, Township Manager	Boro/Twp budget	Based on fees

10 Establish high standards of **maintenance** to ensure clean, safe, and aesthetically pleasing facilities

Implementation Strategies			
	Responsible Partners	Potential Funding	Potential Cost
10.1	Address issues and recommendation in each park inventory matrix in Appendix A		
	Twp Manager, Director, Harmony Board, Community Park Association & Staff	Boro/Twp budget	Depends on scope
10.2	Develop a detailed park maintenance manual with a management plan that includes both a preventative schedule and a responsive maintenance plan		
	Twp Manager, Director, Harmony Board	N/A	Staff time
	i. Develop a risk management manual ii. Develop a replacement schedule for maintenance equipment and park facilities iii. Develop a turf management plan iv. Develop a comprehensive landscape management program that includes diverse native species of trees, shrubs, and flowers		
10.3	Improve safety and security in the parks		
	i. Post signs showing contact information for problems and safety issues that park users may notice		
	Twp Manager, Director, Harmony Board, Community Park Association & Staff	N/A	Staff time
	ii. Provide adequate lighting throughout the parks to improve safety, security, and visibility		
	Council/Commissioners, Township Manager, Director, Harmony Board, Community Park Association & Staff	N/A	Depends on scope
	iii. Repair or restrict usage of hazardous areas immediately		
	Twp Manager, Director, Harmony Board, Community Park Association & Staff	N/A	Staff time
	iv. Post park rules and regulations in visible locations in all parks		
	Twp Manager, Director, Harmony Board, Community Park Association & Staff	N/A	Staff time
	v. Remove hazardous trees in Porters Cove property		
	Township Manager & Staff	N/A	Staff time
10.4	Sanitize playground equipment regularly, especially during peak use periods		
	Director, Township Manager & Staff	N/A	Staff time
10.5	Control invasive species in parks		
	Director & Township Manager	N/A	Staff time
10.6	Provide employees access to "Right to Know" information (page 3.13)		
	Director, Township Manager & Staff	N/A	Staff time

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appendix A

Facility Inventory

ZELIENOPLE BOROUGH
CONNOQUENESSING CREEK PARK
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Parking Area	Limestone	Posts along edge of parking lot	Good	All	No	Install an entrance sign & kiosk
Pavilion	20' x 20'	Morgan Durst Family Pavilion; two 8' picnic tables	Good	All	No	Provide trash receptacle
Grass Area		Many trees; two benches; steps to access creek	Fair	All	No	Improve creek access
Storage Shed		Wild Waterways Conservancy	Fair	N/A	N/A	



HARMONY BOROUGH
HARMONY CANOE LAUNCH
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Entrance Sign	Wooden Sign	Landscaped; Access Provided by PA Fish & Boat Commission	Good	All	No	Install better directional signs to park
Parking Area	Undefined	Limestone chip loop; two catch basins; port-a-john	Good	All	No	
Concrete Launch Ramp		Bike rack; traverses part of the park	Fair	Youth to adult	No	Remove buildup along sides of ramp; remove silt on ramp
Kiosk		Kiosk with map, brochure holders, and other information, double sided	Good	Youth to adult	No	
Grass Area	Level area	Two 6' wooden picnic tables; concrete table with benches; concrete bench; open fire ring; variety of trees; privacy fence; street light near entrance; electric meter with four outlets; large rocks scattered	Good	All	No	Construct an ADA accessible path to parts of park; open up remove weeds and invasives to viewing area of creek; straighten leaning privacy fence; remove two exposed pieces of concrete; trim low hanging tree branches; remove poison ivy growing on some trees; remove diseased dying spruce trees; install trash receptacles; construct a small pavilion/gazebo



HARMONY BOROUGH/JACKSON TOWNSHIP
HARMONY TRAIL
FACILITY INVENTORY MATRIX



FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Trail	10' Limestone chip	Six benches 	Good 	Youth to adult	Partially	Construct a small parking area along Mercer Road; install an entrance sign; regrade bend near creek to comply with ADA standards; coordinate bench style; open more viewing areas of the creek; add a couple picnic tables in the grove where trail turns; improve drainage on sloped part of trail
Trail Extension	Not yet developed					Develop trail along Wise Road; extend trail back to entrance on Mercer Road with a sharro; construct a small parking area, playground and pavilion in open area along Wise Road
Trail Extension #2	Not yet developed					Construct a trail loop from existing trail at bottom of trail sloped area to proposed recreation area on Wise Road; construct a wetlands observation boardwalk and deck off of trail in wetland

HARMONY BOROUGH
OLD SCHOOLHOUSE PLAYGROUND
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Municipal Building Parking Lot	Paved lot	Wheel stops; dumpster; concrete curb	Good	All	Yes	Install better directional signs to park; improve the piping that removes the water draining from the parking lot, the small pipe is partially plugged causing the water to wash through the playground
Basketball Court	40' x 70'	Asphalt; 10' fencing; two hoops; two lights overhanging court	Good	Youth to adult	No	Paint lines on court; install new nets; move light pole arms back some; provide ADA access
Playground	Park Structures Equipment	6" 6" border; play structure - decks, small slide, crawl tube, bubble, two roofs, numbers game; arch climber; good use zone	Good, but showing wear	Youth	No	Provide ADA access; add surfacing material; install required signage – age appropriate & adult supervision
Swing Set	Single bay	One infant seat and one regular seat; swing mat; woodcarpet surfacing	Good	Infant to youth	No	Add surfacing material
Grass Area	Level area	Small area; two benches; picnic table; Concrete steps from lower side walk	Good	All	No	Construct an ADA accessible path to parts of park; construct a small gazebo



**JACKSON TOWNSHIP
PORTERS COVE PARK
FACILITY INVENTORY MATRIX**

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Entrance Road	Paved		Good	All	Yes	Construct a parking area at creek end of road; install an entrance sign
Open Area – Main Parcel	Flood Plain	Large flat area; variety of trees and open weeded areas 	Fair	N/A	N/A	Remove dying trees; preserve good trees; install a nature play area; construct pavilions and a restroom; develop a trail through this parcel; leave area on opposite side of road in its natural state; construct a canoe/kayak launch; where feasible construct an ADA fishing deck/viewing area; consider a dog park; rectify exposed sewage area; use pile of old foundation stone for landscaping
Trail (Franklin Ave.)	Easement	Rough cut road	Poor	Youth to adult	No	Remove trees and brush along trail; improve trail surface
Parcel #2	Level area	Adjacent to Little Connoquenessing Creek; tree swing; trees and open weed areas	Fair	N/A	N/A	Establish an access route to parcel
General						Acquire additional parcels when available; further develop area if parcels obtained

HARMONY BOROUGH
SWAMPOODLE PARK
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Signage	Park Sign	Landscaping	Good	All	No	Install directional signs to park
Parking Area	Concrete pad	Limestone chip to concrete pad; two regular parking spaces & one handicap space with proper signage; additional parking on limestone lot	Good	All	Yes	Refresh handicap pavement signage
Concrete Path		Bike rack; traverses part of the park	Good	All	Yes	
Basketball Court	60' x 90'	Concrete pad; two hoops; three wooden benches	Good	All	Yes	Paint lines on court
Pavilion	16' x 24'	Concrete pad; shingle roof; wooden support posts; two 8' wood picnic tables; trash sign; 5' x 5' concrete pad near pavilion; grass area around pavilion with landscaped areas	Good	All	No	Construct an ADA accessible path to the pavilion
Playground		6" x 6" border with cap board; woodcarpet surfacing; 8' high swing set; chain walks; arch; climbing panels; climber with tree climber in center; balance beam; overhead triangular bars; chin-up bars; glider; chain climber to deck with fireman's pole; three benches – two flat & one with back; good use zone	Good	Youth	No	Install ramp into play area from concrete path to make fully accessible; replenish woodcarpet; install swing mats; paint rusting poles on swing set; remove encroaching weeds; ; install required signage – age appropriate & and adult supervision

Open grass area		Landscaped areas; stone border at entrance; new small trees	Good	All	No	Address drainage issue near playground; remove dead trees along far side of grass area
General						Install trash receptacles in park




HARMONY BOROUGH
WOOD STREET PARK
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Entrance Sign	Wooden Sign	Landscaped	Good	All	No	Install better directional signs to park
Grass Area	Level area	Grass area with a variety of trees and adjacent to Connoquenessing Creek; grotto area with flat stone patio space, landscaped around with two large stones; landscaped area along creek with two wood benches with cast iron frames; 2 ½' x 6' concrete pad; electric meter with eight outlets; water spigot; multiple large stones scattered	Good	All	No	Construct an ADA accessible path to parts of park; construct a small gazebo



ZELIENOPLE BOROUGH
ZELIENOPLE COMMUNITY PARK
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Entrance Road	Paved road	Community Park Association sign; flower bed; benches; memorial stone; trash receptacle; gated past parking area; kiosk; concrete sidewalk along main road and into park; 15MPH; one way in upper section of park	Good	All	Yes	Provide better wayfinding signage for park; park sign somewhat hidden in flower bed
Parking Area	Large paved area	Four handicap parking spaces; unauthorized parking signs; two bike racks	Good	All	Yes	Repaint parking lot lines. Not enough parking during games; consider expanding.
Limestone Trail	Around playground	Fencing along road and adjacent property; benches; bridge over stream to gazebo	Good	Youth to seniors	No	Provide ADA access on trail by paving or covering with crushed limestone
Zelienople Rotary Playground	Multiple pods: Manufactures: Park Structures; 2 GameTime; PlayWorld	Pod #1 – play structure with overhead bars, parallel bars, log roll; Pod #2 – toddler structure with slides and climbers; Pod #3 – single bay 8' infant swing with two seats; Pod #4 – three bay 7' swing set with six regular seats, buck-a-bout, spring car, two bay swing set with handicap swing & three missing swing seats, play structure with slides, climbers, large play structure with slides, climbers, roofs, decks, 2 tables with 2 benches at each, benches, book library; Pod #5 – bug climber, mural box; 3 picnic	Good	Infant & youth	No	Provide ADA access to all pods; some borders too high creating a trip hazard – should be level with ground surface; touchup paint needed on pod #1; improve safety surfacing and increase use zone at pod #2; consider replacing infant swing in near future – improve safety surfacing and increase use zone; Pod #4 -replace missing swing seats, replace or remove rotting border

		tables				boards; sanitize playground equipment at least monthly, especially during busy season; where possible remove exposed roots – trip hazards; top dress and seed sparse grass areas; remove dead tree branches and suckers where possible
Basketball Court	Asphalt	30' x 84'	Good	Youth & adult	No	Provide ADA access to court; paint lines on court
Gazebo	27' octagon	Ramp and stairs to gazebo; five hexagon picnic tables; lighted; electrical outlet	Good	All	No	Provide ADA access; consider removing cherry tree behind gazebo – rotting at base
Murray Ballfield #1	Pee-Wee Field	T-ball; five 15' long 5 seat wooden bleachers with metal frames; two covered dugouts with aluminum player benches & concrete floors; 6' fence with cap; dirt infield; backstop; equipment box; water fountain; water spigot; port-a-john	Good	Youth	No	Provide ADA access; construct pad under bleachers; railings required on five seat bleachers; replace bleachers with 15' long 5 seat bleachers with railing or 21' long 3 seat bleachers
Rapp Shelter-Rotary International	15' x 30'	Two 16' picnic tables; two 8' picnic tables; concrete floor; electric outlet; metal roof; wood support posts	Good	All	No	Provide ADA access; cracks in concrete floor; remove staples from tables and posts; wood support posts starting to rot at base
Trail	Limestone/natural	Stone water near trail entrance; turns to natural trail in wooded area with sign; benches; bat boxes; Girl Scout Kiosk in woods	Good	Youth to adult	No	Provided ADA access to at least part of trail; improve trail wayfinding signage; add signs cautioning root trip hazards; install interpretative signage with QR codes; trim branches; remove invasive species – barberry, multiflora rose, privet, honey suckle;

						remove leaning and dead trees; repair bench near kiosk; address drainage issues; trail eroding near bridge
Storage Building		Concrete block building; four garage doors; metal roof street light nearby; water faucet	Good	N/A	No	
Old Tennis Court		Keith Dombach Court stone in grass near court; used for storage; 10' fencing; lights; two storage pods; two picnic tables; dumpster	Poor	N/A	No	
Pavilion #1	24' x 24'	Six wooden picnic tables with metal frames; small 4' table; double grill; concrete floor; wood support posts; lighted; electrical outlet	Good	All	No	Provide ADA access; install missing cover on electrical outlet; remove staples in tables; repair raised 7 broken drain pipe
Playground		Climber, see-saw, spring animal, two bay 8' swing set with one bay regular seats and one bay infant seats; memorial stone nearby	Fair	Youth	No	Install safety surfacing under swings & spring animal; consider replacing swing & spring animal soon; install swing mats; use touchup paint on play structure
Horseshoe Pit		Backboards; two benches	Fair	Adult	No	Provide ADA access; properly install pit boxes and place stakes at proper height & angle
Pavilion #3	24' x 40'	Ten picnic tables; double grill; lighted; 5 electrical outlets; metal roof; concrete floor; new wood support posts; concrete curb along three sides; bench swing posts	Good	All	No	Replace broken light; install bench swing or remove poles
Playground		Three arch climbers, fireman's pole; bouncer	Good	Youth	No	Provide ADA access
	24' x 42'	Bench swing; ten 8' picnic tables; lighted; 5 electrical outlets; double				Provide ADA access; replace missing electrical outlet

Pavilion #4		grill; concrete floor with cracks; shingle roof; wood support posts; concrete curbs on three sides; street light nearby	Good	All	No	covers; redirect surface water running into shelter; support posts rotting at base; fascia rotting; install bench swing or remove poles
Horseshoe Pit		Backboards; two benches	Fair	Adult	No	Provide ADA access; replace missing backboard; properly install pit boxes and place stakes at proper height & angle
Restroom		Water spigot; 8' picnic table, 4' picnic table	Good	All	No	Provide ADA access; replace seat on 8" picnic table
Bocce Court	12' x 60'	Lighted; wood border; stone chip surface	Good	Adult	No	Provide ADA access; level stone
Pavilion #2 Zellenople Rotary Shelter	27' x 87'	Three double grills; 24 picnic tables; brick floor; wood support posts; shingle roof; electrical outlets; lighted; Zellenople Rotary Club Stone with landscaping; stone water fountain nearby	Good	All	No	Improve ADA access
Horseshoe Pit		Backboard; bench	Fair	Adult	No	Provide ADA access; properly install pit boxes and place stakes at proper height & angle
Rotary Amphitheater		Three composite benches on concrete pad; two ADA parking spaces; band shell with concrete floor; grass & concrete seating; lighted; four 4-way electrical outlets; 220 outlet; one street light; concrete stairs with railing on upper stairs; bench	Excellent	All	Yes	
Howard J. Fogel Memorial		310' R x 370' C x 305' L; six 15' long 5 seat wood/metal bleachers; straight backstop; two covered dugouts with aluminum benches; practice pitch	Good	Youth & adult	No	Provide ADA access; railings required on five seat bleachers; replace bleachers with 15' long 5 seat bleachers

Field		safety net; water fountain; fencing; dirt infield; grass parking area; storage building				with railing or 21' long 3 seat bleachers
Flagpole		Rocks surrounding; memorial stone	Good	All	No	
Service/access road to upper area shelters	Limestone/old pavement		Fair	All	No	
Swimming Pool	L - shaped	6' fencing; spiral slide; small shelter with one table; large grass area; lighted; four tables; concession with two tables; storage; restrooms; locker rooms; wading pool with four tables; storage pod	Fair	All	Yes	Planned renovations to pool
Basketball Court		Not used	Poor	N/A	No	Deteriorating
Seiberling Tennis Court		Sport court surfacing; 8' fencing on three sides with 5' along fourth side; practice backboard; net post usable for volleyball post also	Excellent	Youth to adult	Yes	Remove weeds coming through sport court tile; remove leaves in corners of court
Restrooms/ Storage Buliding		Two handicap parking spaces adjacent; Mens – 1 handicap & 1 regular commode, urinal, 2 sinks, 2 mirrors, soap dispenser, hand dryer; Ladies – 1 handicap & 2 regular commodes, 2 sinks, 2 mirrors, soap dispenser, hand dryer; retaining wall planter between restroom & tennis	Excellent	All	Yes	
Pickleball Court		Sport court surfacing; 8' fencing; regulation size and net; posts usable for badminton net	Excellent	Youth to adult	Yes	Remove weeds coming through sport court tile; remove leaves in corners of court
Basketball Court		Sport court surfacing; two hoops; regulation size; port-a-john	Excellent	Youth to adult	No	Provide ADA access to court; remove weeds coming through sport court tile; remove leaves in corners of

						court
Ballfield	Minor size field	Two covered dugouts with aluminum benches; concrete floors; two 15' long 5 seat wood/metal bleachers; dirt infield; storage boxes; warmup area; 8' fence	Good	Youth	No	Provide ADA access; railings required on five seat bleachers; replace bleachers with 15' long 5 seat bleachers with railing or 21' long 3 seat bleachers
Julian C. Mussig Shelter	L-shaped	Two 16' wooden picnic tables with metal frames; six 8' wooden picnic tables with metal frames; 4 electrical outlets; lighted; mini refrigerator; concrete floor	Good	All	No	Provide ADA access; remove staples from tables; replace all missing electrical outlet covers
Geodome Climber		Small 4 1/2' high climber	Fair	Youth	No	Install safety surfacing and use zone
Maintenance Storage Shed	Block building	Exterior light; exterior electrical outlets; garage door; 2 man doors; concession window; small metal shed;	Good	Adult	No	Repair hole and warping T-111 below light; replace missing electrical outlet cover
Trail/service road to fields	Limestone	Steps & deck	Good	Youth to adult	No	Improve trail to provide ADA access; replace all railing on steps & deck
Murray Ballfield #3	Girl's minor field	Covered dugouts with aluminum benches; concrete floor; warmup area; backstop; one 15' long 5 seat bleacher; two 2 seat bleachers; fencing with cap; 2 storage boxes; dirt infield	Good	Youth	No	Provide ADA access; railings required on five seat bleachers; replace bleacher with 15' long 5 seat bleacher with railing or 21' long 3 seat bleachers
Murray Ballfield #2	American Legion size Field	Straight backstop with netting on top; dugouts with 2 seat wood player benches; concrete floors; two 15' long 5 seat bleachers; stone water fountain; storage boxes; safety pitch screen; two practice pitch areas; dirt infield; fencing with cap; outfield – 8' two seat bleacher, 16' two seat bleacher, 15' five seat bleacher	Good	Youth to adult	No	Provide ADA access; railings required on five seat bleachers; replace bleachers with 15' long 5 seat bleachers with railing or 21' long 3 seat bleachers

Jacob Deniziuk Ballfield	T-ball	Aluminum player benches; straight backstop; two 15' long 5 seat bleachers; two storage boxes; dirt infield	Good	Youth	No	Provide ADA access; railings required on five seat bleachers; replace bleachers with 15' long 5 seat bleachers with railing or 21' long 3 seat bleachers
Fitness Area	New	Surfacing, bar type fitness equipment	Excellent	Adult	No	Provide ADA access
Stream	small	Meanders through park	Fair	N/A	N/A	Remove debris from stream; address erosion areas
General		Recognition stones and plaques throughout park; nice variety of trees				Place pads under all bleachers; provide at least one ADA table in every shelter; eventually replace blue plastic trash cans with trash receptacles with dome lids



Funding Sources

FUNDING SOURCES - FOUNDATIONS

Foundations	Description	Contact Information
Allegheny Teledyne, Inc. Charitable Trust	Mostly local pa giving for projects related to youth, disabled, community arts, historical, or sports and camps. Letter form requests with a maximum of 2 pages may be submitted at any time. Include IRS tax-exempt document. Trustees meet in January, April, July, and October to award grants.	c/o Allegheny Teledyne Inc. 1000 Six PPG Place Pittsburgh, PA 15222 412-394-2836 www.scaife.com
Bayer Foundation	About one-half local/Pa. giving for projects related to youth, disabled, seniors, community arts, historical, sports and camps, or economic development. Full proposal may be submitted at anytime. Deadlines are 3/15 and 9/15.	c/o Bayer Corporation 100 Bayer Rd., Building 4 Pittsburgh, PA 15205 412-777-5791 www.bayerus.com/community/charity/index.html
The Eberly Foundation	Grants are awarded for projects related to youth, community arts, historical, sports and camps, miscellaneous, or economic development. Submit requests in letter format at any time.	610 National City Bank Building Downtown Station PO Box 2023 Uniontown, PA 15401 724-438-3789
The Grable Foundation	Projects awarded for youth, disabled, families, seniors, community arts, historical, or camps and sport projects. Grants awarded in February, June and October. Use the Common Grant Application Format of Grantmakers of Western Pa as formal application.	240 Centre City Tower 650 Smithfield St. Pittsburgh, PA 15222 412-471-4550
Heinz (Howard) Endowment	Send a letter of inquiry before formal application. Projects must relate to families, youth, disabled, community arts, historical, or sports and camps.	30 CNG Tower 625 Liberty Ave. Pittsburgh, PA 15222 412-281-5777 or 412-391-1040 www.heinz.org
Laurel Foundation	Grants are awarded for youth, families, seniors, disabled, community arts, historical, conservation and ecology, sports and camps, or miscellaneous projects. No call is needed to discuss feasibility.	Laurel Foundation Two Gateway Center Suite 1800 Pittsburgh, PA 15222. 412-765-2400
McCune Foundation	Send letter of inquiry to Executive Director, 2 pages maximum. Grants awarded for youth, families, seniors, disabled, community arts, historical, sports and camps, or miscellaneous projects.	Suite 750 6 PPG Place Pittsburgh, PA 15222 412-644-8779
The Foundation Center	Has created a unique map that shows the different funding options by states associated with ARRA.	www.foundationcenter.org
The Tony Hawk Foundation	Provides funding for construction of skate parks	www.tonyhawkfoundation.org
Directory Of Pennsylvania Foundations	This publication provides information on foundations in Pennsylvania by regions. Published by Triadvocates Press and researched, compiled and edited by Damon Kletzien. Can be purchased for \$73.50 through:	Triadvocates Press P.O. Box 336 Springfield, PA 19064-0336 Phone: 610-544-6927 Fax: 610-328-2805 Email: DirPaFdns@aol.com
UPS Foundation Community Investment Grants	Allocates dollars to UPS region offices to invest in their communities.	www.ups.com

U.S. Soccer Foundation	The goal of the grantmaking program is to focus funding on those programs or projects that develop players, referees, and coaches with special emphasis on the economically disadvantaged in urban areas. The foundation's grants program is open to anyone with a soccer-specific program or project that benefits a not-for-profit purpose and meets the established focus.	www.ussoccerfoundation.org
Finish Line Youth Foundation	Encourages Sport Life Style in America's youth. Funding and assistance for education, sports and exercise placing importance on living a healthy lifestyle, bolstering confidence and leadership skills, and teaching youth the importance of teamwork.	http://www.finishline.com/store/corporate_info/youthfoundation.jsp
General Mills Foundation	Specifically geared towards programming related to nutrition and fitness.	http://www.generalmills.com/corporate/commitment/champions.aspx
Healthy Youth Funding Resources	Link takes you directly to funding available for Pennsylvania	http://apps.nccd.cdc.gov/HYFund/list.asp
LPGA*USGA Girls Golf Program	The program provides the opportunity to develop skills, progress in golf and have fun while establishing a life-long interest in the game. There is also a matching grants program, funded by the USGA, that is available to help with the costs associated with additional programming. The funds can be used for equipment, instruction, course and driving range access and the national registration fee (per girl \$10).	Click on this link for more information. http://www.lpga.com/content_3.aspx?mid=7&pid=8
NFL Grassroots Program	The goal of the NFL Grassroots Program is to provide non-profit, neighborhood-based organizations with financial and technical assistance to improve the quality, safety, and accessibility of local football fields.	http://www.lisc.org/whatwedo/programs/nfl/rfp.shtml
Nike	Grants in various categories from cash grants to track renovation.	http://www.nike.com/nikebiz/nikebiz.jhtml?page=26
USGA Tee Level Clinic Matching Grant from Hook a Kid on Golf	The USGA provides matching grants to the National Alliance for Youth Sports program Hook a Kid on Golf. You must be a participating Hook a Kid on Golf site. To participate in Hook a Kid on Golf, go to their website or call. Upon registration ask about the grant program.	www.hookakidongolf.org 1-800-729-2057
USTA Adopt-a-Court Grant Program	For courts in desperate need of repair with limited resources. May Deadline.	usta.com/communitytennis/custom.sps?iType=950&icustompageid=2520
Pew Charitable Trust	Provides grants in a number of program areas including environment, culture, and health and human services.	www.pewtrusts.com/grants
Target Stores and Tiger Woods Foundation	Provides Start Something Scholarships for youth to use for summer camps, music lessons, sports entertainment, travel expenses, and so on. Programs enrollment forms are available at Target Stores.	www.startsomething.target.com/info/index.asp
UPS Foundation Community Investment	This grant allocates dollars to UPS region offices to invest in their communities.	www.ups.com

U.S. Soccer Foundation	The goal of the grantmaking program for fiscal year 2005 is to focus funding on those programs or projects that develop players, referees, and coaches with special emphasis on the economically disadvantaged in urban areas. The foundation's grants program is open to anyone with a soccer-specific program or project that benefits a not-for-profit purpose and meets the established focus for the 2005 grant cycle.	www.ussoccerfoundation.org
Woman's Sports Foundation – GoGirl Grant Program	The GoGirlGo! Grant and Education Program is dedicated to the development and funding of girls' sports/physical activity programs that combine athletic instruction and programming with the delivery of educational information aimed at reducing risk behaviors.	www.womanssportsfoundation.org
Pittsburgh Penguins Foundation	Funds for constructing dek hockey courts	pittsburghpenguinsfoundation.org
American Water Charitable Foundation	Funding for Nature Play Playgrounds	www.amwater.com/corporate-responsibility/Charitable-Foundation
North Suburban Chamber of Commerce		412-761-2113
Rapides Foundation	Walking Trail Mini Grant	www.rapidesfoundation.org
The Bob-Ton Foundation	General support, special projects, drives, scholarships, and matching grants awarded for the following categories: youth, disabled, community arts, historical, or conservation and ecology. Grant requests may be submitted at any time in a formal, full proposal with cover letter; highlight the proposed project's unique facets. Call organization for specific details.	c/o The Bon Ton Stores 2801 East Market Street, PO Box 2821 York, PA 17405 717-757-7660

FUNDING SOURCES - GRANTS

Funding Opportunity	Description	Contact Information
Commonwealth Financing Authority (CFA) – Greenways, Trails and Recreation Program	Funding for projects that involve development, rehabilitation and improvement of public parks, recreation areas, greenways, trails and river conservation. Grants shall not exceed \$250,000 for any project. Project requires a 15% local match. Other state agency funds may be used as a cash match (such as DCNR C2P2 program)	http://www.newpa.com/GTRP
Department of Conversation and Natural Resources – Community Conservation Program	Grants for the rehabilitation and development of parks, trails and recreational facilities; land acquisition, recreational facilities planning. Most projects require a 50% match of either cash or in-kind services. The exception to this is the Small Communities Grant for municipalities under 5,000 population. These grants target playground rehabilitation with total project costs of \$60,000 or less. No match is required for projects of \$20,000 or less. A \$20,000 match is required by the municipality for projects exceeding \$20,000.	www.dcnr.state.pa.us
Department of Community and Economic Development – Single Application Grants	This program is designed to offer convenience and save time. The one-step online form allows you to apply simultaneously for one or more of Pennsylvania's community and economic development financial assistance programs.	Pennsylvania Department of Community and Economic Development
		Commonwealth Keystone Building
		400 North Street, 4 th Floor
		Harrisburg, PA 17120-0225
		1-800-379-7448
Local Government Academy	Serving all of Southwestern Pennsylvania, the Local Government Academy's purpose is to promote excellence in government by providing educational opportunities to assist public officials, employees, and citizens in effectively meeting the needs of their communities.	www.newpa.com
		800 Allegheny Avenue, Suite 402
		Pittsburgh, PA 15233
		412-237-3171, 412-237-3139 (fax)

Funding Opportunity	Description	Contact Information
Federal Grants Clearinghouse	Provides information on hundreds of federal grants that can be used to support youth recreation programs.	www.afterschool.gov
Common Grant Application Format (Sponsored by Grantmakers of Western Pennsylvania)	The Grantmakers of Western PA provide the materials needed to apply for many grants geared toward foundations in the western part of Pennsylvania. Visit their website for links to the common grant application and details on writing your grant application.	Grantmakers of Western PA 650 Smithfield St., Suite 210 Pittsburgh, PA 15222 (412) 471-6488 Fax: (412) 232-3115 Website: http://gwpa.org/
Grants.gov	The federal government's master system for listing and tracking grants. It includes all 50 states as well as federally funded programs.	Grants.gov
United States Department of Agriculture Community Facility Grants	Grants for communities up to 20,000 in population. Grant funds can be used to construct, enlarge, or improve community facilities for health care, public safety, and community and public services. This can include the purchase of equipment required for a facility's operation.	http://www.rurdev.usda.gov/HAD-CF_Grants.html
Keys to Successful Funding:	A Small Community Guide to Federal and Foundation Resources	444N. Capital St. NW, Suite 397 Washington, DC 20001 Phone: 202-624-3550 FAX: 202- 624-3554 www.smallcommunities.org
International Society of Arboriculture	Information to assist with landscaping/tree plantings	http://www.isa-arbor.org
National Tree Trust		www.nationaltreetrust.com
National Gardening Association Youth Garden Grants	Provides grants of over \$750 for seeds, tools and gardening supplies for children to learn and work in outdoor gardens.	www.kidsgardening.com/grants.asp
Annie's Homegrown Garden Grants		www.annies.com/grants_for_gardens
Hooked on Hydroponics		www.kidsgardening.com/grants/HOH.asp
Healthy Sprouts Awards		www.kidsgardening.com/grants/healthy_sprouts.asp
Mantis Awards for Community & Youth Gardens		www.kidsgardening.com/grants/mantis.asp
Surface Transportation Program		www.dot.state.pa.us

Funding Opportunity	Description	Contact Information
PA. Conservation Corps		www.dot.state.pa.us
21 st Century Learning Program		www.ed.gov/21stcclc
NEA Funds Learning in the Arts for Children		www.arts.gov/grants/apply/GAP09?LITA.html
Shared Municipal Services		www.Newpa.com
National Recreation & Park Association		www.nrpa.org/grants
Pennsylvania Council on the Arts		www.artsnet.org/pca/pca.html
Pennsylvania Humanities Council		www.pahumanities.org
U.S. Department of Education	Provides information on grants to apply for in cooperation with school districts.	www.ed.gov/funding.html
U.S. Department of Health and Human Services	Provides information on available grants that can be used to fund recreation programs that improve health.	www.hhs.gov/agencies/grants.html
U.S. Department of Justice	Provides information on crime and violence prevention grants that can be used to support recreation programs.	www.ojp.usdoj.gov/fundopps.htm
Western Pennsylvania Field Institute	The Western Pennsylvania Field Institute is a not-for-profit organization dedicated to making the outdoor recreation community a vibrant centerpiece of this region.	304 Forbes Ave, 2 nd floor Pittsburgh, PA 15222 412-255-0564
Kaboom – Playground Grant	Playground development	www.kaboom.org
NRG Outdoors	Youth recreation	www.nrgoutdoors.org
NO Child Left Inside Act		www.cbf.org/site
After School Archery Program		www.afterschoolarchery.com
Saucony Run for Good		www.sauconyrunforgood.com
Head Start Body Start Play Space Grant		www.aahperd.org/headstartbodystart
For the Good of the Game Grants	Golf	www.usga.org
United States Golf Association Grants	Golf	www.usga.org/
SNAG – Start New at Golf – Equipment	Golf	www.snagpros.com
Together We Play		www.playlsi/Together-We-Play

Funding Opportunity	Description	Contact Information
Baseball Tomorrow Fund	The Baseball Tomorrow Fund, a joint initiative between Major League Baseball and the Major League Baseball Players Association, offers grants to nonprofit and tax-exempt organizations involved in youth baseball and softball programs.	www.mlb.com
		www.baseballtomorrowfund.com
Cal Ripken Sr. Foundation Grants	Baseball for at-risk youth	www.ripkenfoundation.org/grants/grant
USA Football Equipment Grant		www2.usafootball.com/grants
United States Soccer Foundation Program & Field Grants	Soccer	www.ussoccerfoundation.org/grants
Dick's Sporting Goods Sponsorships & Donations		www.dickssportinggoods.sponsorport.com
US Paralympics Grants		www.teamusa.org
Achieve Healthy Communities		www.achievecommunities.org
Tennis in the Parks	Tennis	www.usta.com/About-USTA/Tennis-in-the-Parks/Tennis In The Parks
Sticks for Kids	Golf	www.golf2020.com/initiatives/sticks-for-kids.aspx
Grow Your Park Grant		www.nrpa.org/garden
The Recreational Boating & Fishing Foundation		www.rbff.org
Take Me Fishing		www.takemefishing.org
Good Sports		www.goodsports.org/equipment/apply/
Moms Team		www.momsteam.com/grants
Nature Explore Classroom		www.natureexplore.org or 1-888-908-8733

Key Person Interviews

KEY PERSON INTERVIEWS

1. What makes your community a good place to live?

Unique with shops	
Trails	
Location/access	3
Thruway for cyclists	
Close knit	2
Small town	3
Historic character	
Quaint	
Cute	
Countrified	
Outdoor space	4
People	
Nice to visit	
Family values	
Community involvement	
Volunteers	
Very quiet	
Peaceful	
Pretty vistas	
Cooperation	
Good events	
Association	
Borough Council	
Museums work well together	
Popular place to live	
School district	
Park	
Excellent amenities	
Churches/Social Organizations	
Vibrant	
Businesses	
Services	
Management of Municipalities	

2. Have you or your family used:

a. Zelienople Community Park

9 Yes 2 No

1) If yes, what facilities have you used?

Pool 7

Baseball	4
Walking	
Pavilions	
Amphitheater	
Tennis	3
Trail	
Playground	3
Basketball	

b. Connoquenessing Creek Park

 3 Yes 7 No

1) If yes, what facilities have you used?

Fishing
Baptism spot
Lunch
Underutilized

c. Harmony Canoe Launch

 7 Yes 4 No

1) If yes, what facilities have you used?

Polar plunge 2
Cycling rides
Shamrock shuffle
Kayaking
Test creek for fracking
Porter Cove – launched canoe

d. Harmony Trail

 9 Yes 2 No

Safe
Health benefits
Organize history hikes
National Register Mennonite House
1753 George Washington camped

e. Edco Park

 4 Yes 5 No

1) If yes, what facilities have you used?

Playground

Baseball fields 2
Fundraising events

3. Have you participated in any programs at any of these facilities?

8 Yes 2 No

a. What programs and where?

Farmers market - Harmony	
Fireworks - Harmony	
Concerts – Harmony/Zelienople	3
Harmony Merchants Association Flee Market - Harmony	
Silvester 5K Race – Harmony	
Horse trading days	
Parade	
4 th of July	
Easter Egg Hunt	3
Swimming	
Baseball	
Softball	
Gathering place	
Garden Sharing – plant exchange Harmony	
Antique Show – Harmony	
German Christmas – Harmony	
New Year's Eve – Silvester Event Harmony	
Annual Music Festival – Harmony	
Recreation Programs	

4. If you haven't used the facilities or participated in the programs, why not?

Don't live there

5. What age groups appear to be best recreationally served? Least served?

BEST

High School	
Seniors – Harmony	2
Youth	7

LEAST

None	
Teens – Harmony	2
Seniors	3
Teens	3
Young adults	
Adults	

6. What future park facilities would you like to see developed in:

a. Jackson Township

Fishing	2
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Comprehensive Trail effort	
Dog park	2
Reservoir property – soccer/baseball	
Open space	
Pavilions	4
Family oriented facilities	
Complex like Cranberry	
Trail connections	2
Multiuse park	
Canoe/kayak launch	
Picnic areas	2
Destination park	
Multipurpose fields – baseball, soccer	2
Trails	2
Soccer fields	2
Reservoir property	
Sports oriented	
Boating	

b. Zelenople

Redo pool	3
Fitness	
Pet agility area	
Amphitheater – more	
Skate Board Park	5
Upgrade pavilions	
Renovate playgrounds	
Multiuse fields	
Make part of trail system	
Picnic areas	

c. Harmony

Volleyball at Swampoodle
 Soccer & baseball fields
 Slow moving traffic
 Better promotion of launches
 Open air spaces
 Trail connections
 Creek launch activities

7. What future program opportunities would you like to see initiated?

Organized bike rides	2
Organized volleyball	
Cross country skiing	
Bike rentals	
Walking & biking	2

Trail program
 Outdoor program
 Harmony Concert Series – Town Square – already exists
 Passive recreation
 Family activities
 Elderly activities
 Single moms programs
 Fitness programs
 Scuba
 Amphitheater agenda
 Bocce
 Historical programs 2
 Softball league
 Connect with schools
 Natural resource
 Indian burial grounds
 Frisbee golf
 Level field needed - improvise
 Skate park program
 Jogging/walking program
 Alicia Flood – many programs
 Good what's going on and plans going on
 Donation of property to Harmony & wetlands – outdoor recreation space – near
 Swampoodle
 Adult fitness
 Adult soccer

8. In your opinion, what key issues are hampering the development of parks and recreation opportunities in your community?

Funding 7
 Hotel accommodations
 Space 2
 Indoor facility – multiple event area
 Piece meal basis
 Maintenance
 Grant money
 Public support
 Age
 Growth
 Plan to go somewhere
 Property issues
 Infrastructure – roads
 Communication – see what's there
 Leadership
 Little foresight in past
 Past development
 Involvement
 Splintered organization

9. What do you consider to be strengths and weaknesses of park and recreation facilities and programs in the area?

a) Strengths

Within walking & cycling distance
 Natural beauty
 Creek
 Trails
 Terrain
 Considering families
 Combining areas
 Quality group effort
 Maintain things 2
 Variety of programs for youth
 Getting more excited about recreation
 Good families
 Organizations – churches, scouts, etc.

Weaknesses

Old
 Safety concerns for biking
 Ballfield crowded
 Organized programs
 Lack of publicity 3
 Person in charge
 Identifying needs of population
 Aging population needs
 Utilization
 Get people into using parks
 Programs for seniors
 Fundraising
 Lack of soccer facilities
 Funding from big companies

10. Do you feel that partnerships are vital in today's economy to help reduce the financial burden in providing quality recreation programs?

10 Very Important 1 Important Somewhat Important Not Important

Absolutely 3
 Coordinated effort
 Labor
 Police/fire/recreation/neighbors

11. Have you or your organization partnered with Zelienople to improve recreation in the community?

11 Yes No

If so, how?

Trail with Jackson Township
 Pool
 Harmony Council
 Harmony Recreation Board
 Zelienople Recreation Board
 Planning board
 Baseball
 National Day of prayer
 High School kids see you at the flag pole
 Bible club
 Good News Club
 Cooperative Lent fish fry
 Gatherings

Promote & participate in events

12. Would you/your organization be willing to partner with these communities in the development of the future of recreation in the community?

11 Yes No

If yes, in what way would you be willing to partner?

Harmony Council
Harmony Recreation Board
Planning board
Trails
Baseball
Willing to help with volunteers & resources

13. Where do you see the community being in the area of parks and recreation in the next five to ten years?

Much bigger pool	2
Bike lanes	
Not much change in Harmony – built out, money, and maintenance	
Continuing growth	3
Moving forward	
Interest	
Trails	
Development – some expansion	
Protecting green space	
Building on what's there	
Improve baseball	
Improve tennis	
Major draw – trails, education, recreation	
Public facilities open to pickup games	
Basketball court – teens	
As strong as ever	
Organized cooperation	
Bright future	

14. Comments/ Recommendations/Suggestions

Tennis courts
Dog Park
Space lacking in Zelienople
Fishing
Biking
Trail maintenance
More organization
Big center
Drone field/airplane
Roads need improvement

On right track/attitude
Sustainable
North Park – timeless facility – duplicate concept
Central growth
Restroom's – Porters Cove
Wild Waterway land – parking and signage
Mountain bike resource
Trails picnic areas
Information boards along trails
Put organized ideas in place now
Cabin on Main Street – information center
End of Spring Street – flat field (Jackson Township) – possible soccer field area

